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ARMY MAGAZINE

January 2013
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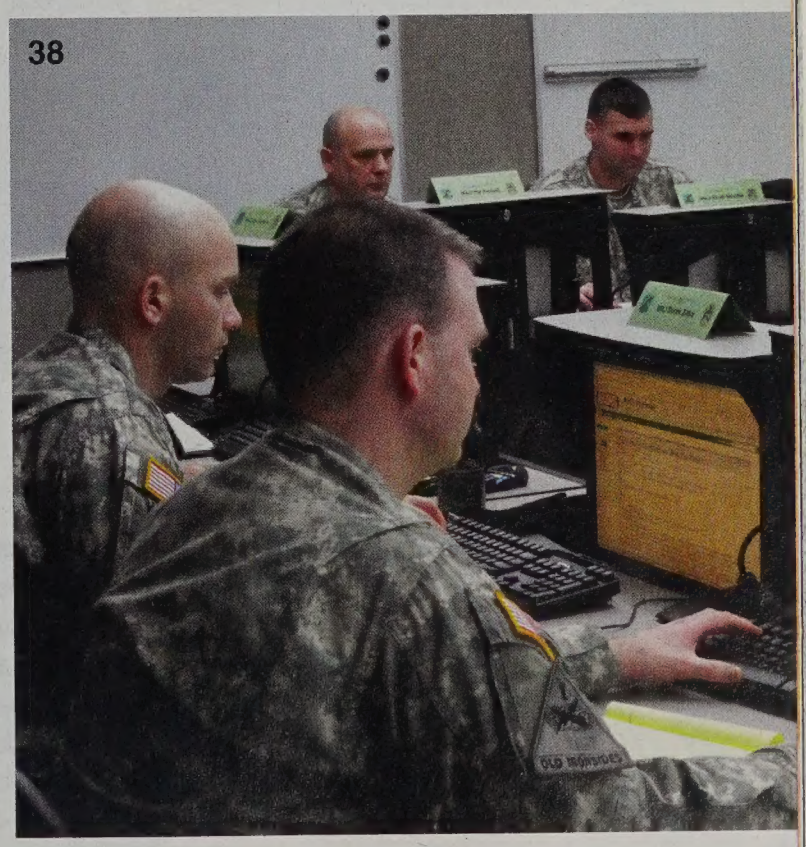
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Aviation Modernization Milestone Update
By Scott R. Gourley
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By Dennis Steele
The Army's Network Integration Evaluation (NIE) 13.1 exercise brings the equipment developer, formal tester, capability developer, engineer and soldier together at one place and time. The unique NIE factor is the extent of hands-on soldier evaluation and feedback conducted during an evaluation. ***Page 26***





Educating Officers for the 21st Century
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Company commanders discuss the pros and cons of the Mission Command concept and how they are training and preparing their soldiers for the attendant effects of battlefield decentralization.
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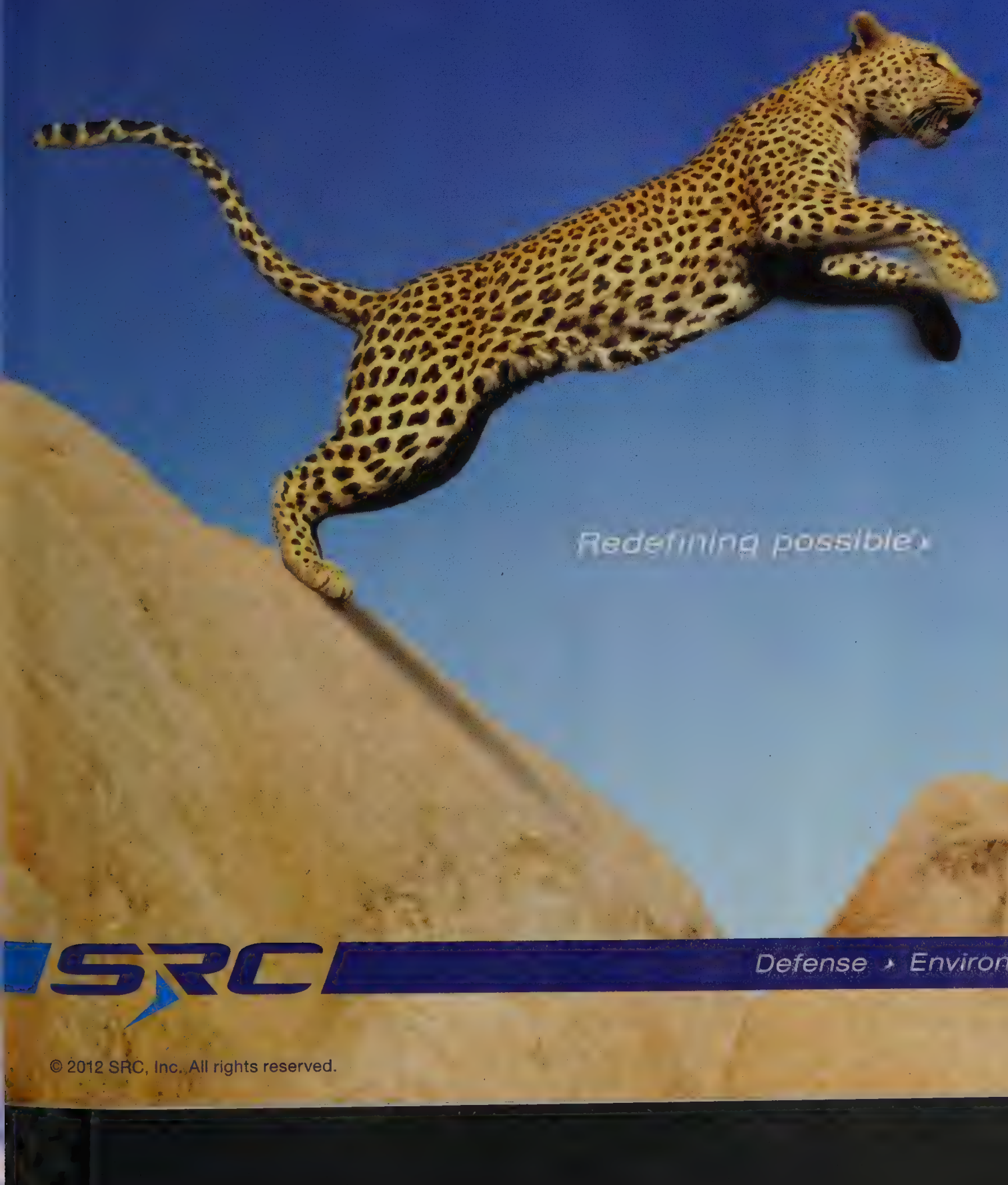
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Portrait of 37th CSA Unveiled

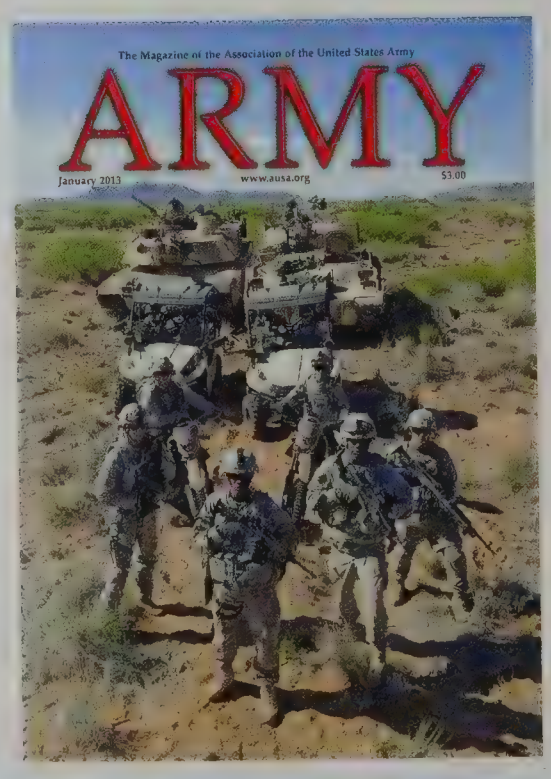


U.S. Army/SPC John G. Martinez

Chief of Staff of the Army GEN Raymond T. Odierno, Secretary of the Army John M. McHugh, Chairman of the Joint Chiefs of Staff GEN Martin E. Dempsey and his wife, Deanie Dempsey, unveiled a portrait of GEN Dempsey in November during a ceremony at the Pentagon. The portrait commemorates the general's service as the 37th Chief of Staff of the Army.

The painting by Laurel Stern Boeck is set in GEN Dempsey's office. It has a picture of his family on his desk to acknowledge their contribution and commitment to his military career. The portrait also includes an indication of his Irish heritage, "Pride of Erin," a painting of the Irish Brigade at Gettysburg during the Civil War.

A graduate of the U.S. Military Academy and Duke University, GEN Dempsey served as Chief of Staff of the Army for 149 days before becoming chairman of the Joint Chiefs of Staff on October 1, 2011. He previously served as commanding general of Army Training and Doctrine Command and acting commander of U.S. Central Command.



This Month's Cover

Soldiers from Company C, 1st Battalion, 6th Infantry, 2nd Brigade Combat Team, 1st Armored Division, based at Fort Bliss, Texas, pose with vehicles they employed during the Network Integration Evaluation (NIE) 13.1 Exercise at White Sands Missile Range, N.M. The NIE exercise series evaluates advanced capabilities and the gear designed to deliver those capabilities. The most significant component to NIE success is hands-on soldier evaluations that are made during the field training exercise. The story begins on Page 26.

(Cover photograph by Dennis Steele)

Letters

Kudos

■ As usual the December issue of ARMY Magazine was packed with good articles and news. I particularly enjoyed the story of the common sense soldier who used the umbrella his mother sent him while in Vietnam. MG Meloy writes with wit, and his articles flow wonderfully to the reader. "Washington Report" gave me the news on war veterans and many other issues. Thanks, AUSA, for a professional and informative publication.

LTC LYNNETTE HUPMAN, USA RET.
Manassas, Va.

The Battle of Fredericksburg

■ BG John S. Brown is up to his usual admirable standard of careful scholarship and truly excellent writing in his marvelously compact article on the Battle of Fredericksburg in your December issue. Fredericksburg is an epic full of wonderful stories, but it is the eve of the battle that it is impossible for Virginians to forget, as the wanton destruction and plundering of the town by unrestrained Union troops brought the morality of warfare waged by American armies to a new low—a matter I am sure Brown would have mentioned if he had space to do so.

The status of Fredericksburg as a famous Confederate victory is far too well known, of course, to need extended telling. Brown's concern for sound history, though, can always be relied on for even-handed treatment of historical figures. Accordingly, I was glad to see his fair and perceptive treatment of MG Ambrose E. Burnside as not just another incompetent Union leader, but a bold and skillful commander who let success go to his head far too soon and fell prey to the fatal arrogance that so often (sadly, then as now) affects successful men. That portrait of Burnside brought this reader a new appreciation of the widely maligned Union general.

DONALD C. HAKENSON
Alexandria, Va.



Library of Congress/Arthur Lumley

The Sacking of Fredericksburg has been called "the most disgraceful episode in the Army of the Potomac's history."

ARMY Magazine welcomes letters to the editor. Short letters are more likely to be published, and all letters may be edited. Please send letters to The Editor, ARMY Magazine, AUSA, 2425 Wilson Blvd., Arlington, VA 22201. Letters may also be faxed to (703) 841-3505 or sent via email to armymag@ausa.org.

'Refreshing'

■ How refreshing to see the cover of the November 2012 issue of ARMY Magazine showing GEN Martin E. Dempsey wearing only two rows of ribbons. The tendency of so many ranking officers to adorn themselves like Christmas trees or Soviet generals of old can only strike civilians as posturing. Somehow, Generals Dwight D. Eisenhower and George C. Marshall managed to win World War II wearing only two rows of ribbons.

COL ROBERT DE MARCELLUS, USA RET.
McLean, Va.

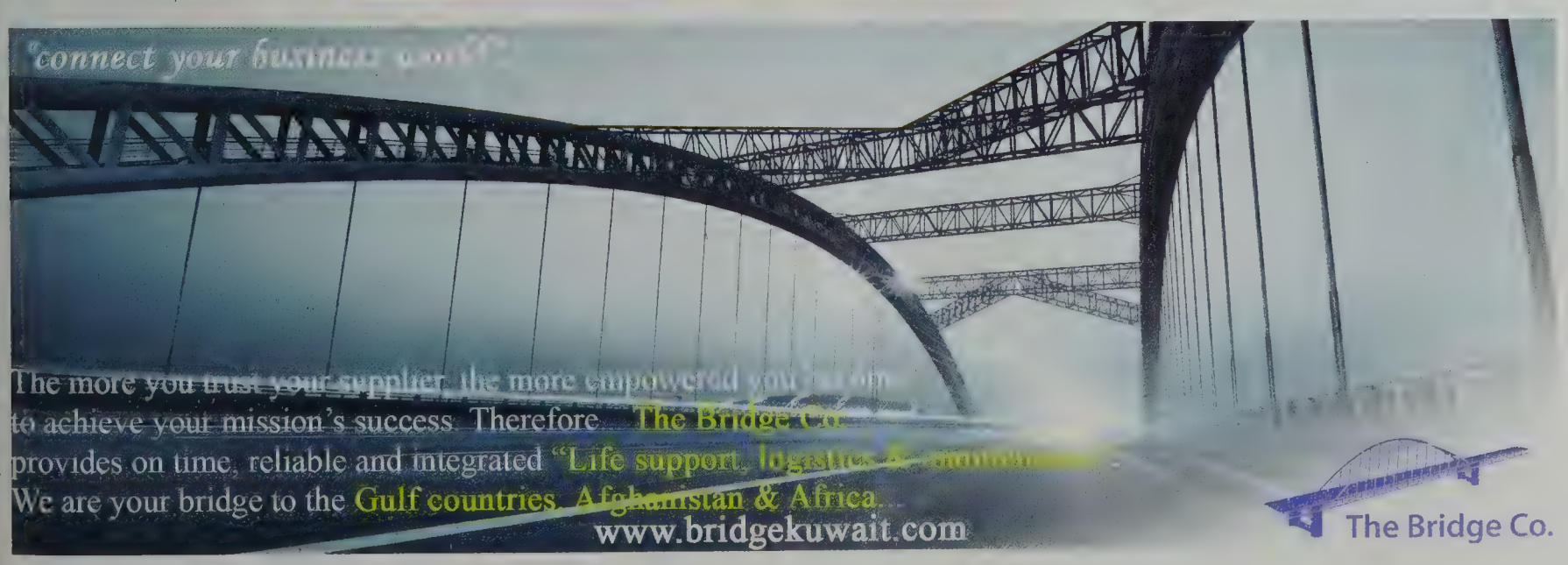
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Washington Report

Senate Passes Defense Authorization Bill

In December, the Senate unanimously passed, with a vote of 98–0, the fiscal year 2013 defense bill, authorizing $631.4 billion in spending next year. The bill provides $525.8 billion for DoD's base budget, $88.2 billion for the war in Afghanistan, and $17.4 billion for Department of Energy and other national security programs related to nuclear safety. Among the provisions of the authorization bill is a 1.7 percent pay raise for military personnel.

Before the bill goes to President Obama for his signature, negotiators in a conference committee must resolve outstanding differences between the Senate bill and the House version passed in May. The House bill included restrictions on the military's use of biofuels, a policy the Senate reversed. The Senate is opposed to policies contained in the House bill, such as a ban on same-sex ceremonies on military bases. The differences are likely to be resolved. The bill has passed for 50 years, but unanimous passage—proof of the lack of controversial issues—has occurred only once before in the past 51. If the House and Senate fail to resolve their national budget issues and the automatic 10 percent across-the-board cuts called sequestration occur, the defense budget will be cut by $55 billion.

Among the bill's other provisions are the following:

- It prohibits the transfer of military detainees from Guantanamo Bay, Cuba, to foreign countries.
- It includes increases to TRICARE copays, but they are more modest than those proposed by the administration.
- It endorses President Obama's timeline for the withdrawal of all combat troops from Afghanistan by the end of 2014, but presses for him to accelerate the pace of the drawdown.
- It calls for the Secretary of Defense to report to Congress on the ability of the U.S. military to impose a no-fly zone over Syria.
- It requires that the Secretary of Defense establish a comprehensive suicide-prevention program, creating a position to supervise that and other behavioral-health efforts.
- It mandates that the Secretary of Veterans' Affairs submit a plan to decrease the current backlog of pending veteran's benefits.
- It makes DoD responsible for ensuring that someone is continuously responsible for transporting and handling the remains of troops who die outside the United States; their military commands can assign more than one person, but a chain-of-custody handoff must accompany any shift in responsibility.

New CENTCOM Commander. DoD announced in December that President Obama will nominate GEN Lloyd J. Austin III as the next commander of U.S. Central Command (CENTCOM). GEN Austin has served as Army Vice Chief of Staff since February 2012. Upon confirmation, he will succeed U.S. Marine Corps Gen. James Mattis.

In announcing the President's intent, Secretary of Defense Leon Panetta called GEN Austin "one of the military's most seasoned combat leaders—with extensive experience in the CENTCOM area of responsibility."

A 1975 graduate of the U.S. Military Academy, GEN Austin has served in a variety of command and staff positions in his 37-year career, having previously commanded U.S. Forces-Iraq from September 2010 through the end of Operation New Dawn in December 2011; leading the 3rd Infantry Division from the front at the beginning of the Iraq war; and later commanding the 10th Mountain Division in Afghanistan.

Final Troop Numbers in Flux. Although the American press reported in November that the United States would leave 10,000 troops in Afghanistan after the 2014 handoff to that nation's security forces, down from some 66,000 there now, NATO's International Security Assistance Force in Afghanistan insisted no decision had been made on the post-2014 troop presence. According to DoD and the White House, a formal recommendation to the President on numbers and the pace of withdrawal was imminent, but no final numbers had yet been determined.

The Wall Street Journal said that 10,000 U.S. troops would "represent the midpoint of preliminary recommendations" and that NATO's International Security Assistance Force commander Gen. John R. Allen has proposed keeping between 6,000 and 15,000 troops there. *The New York Times* reported that troop levels of 10,000 represented one option and that another was a counterterrorism force of fewer than 1,000. Leaving more personnel than absolutely necessary invites increasing Afghan dependency; leaving too few troops, however, could allow the insurgents to regain lost territory. Sources agreed that the remaining troops will be limited in number and will focus primarily on counterterrorism and training.

The United States began talks with Afghanistan in November on a bilateral security agreement that would govern relations between the two nations after U.S. combat troops withdraw at the end of 2014. Progress is hampered by major disagreements, however, among them Afghan resistance to U.S. night raids and airstrikes. The United States insists that U.S. forces in Afghanistan remain immune from local prosecution. In December, Afghan President Hamid Karzai added another impediment by insisting that the United States cease detaining Afghan citizens and transfer any it does hold to Afghan control. The United States and Afghanistan signed an agreement last May that assigns the talks a one-year deadline.



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News Call

After Sandy: Army Support Unprecedented



USACE/ Brandon A. Beach

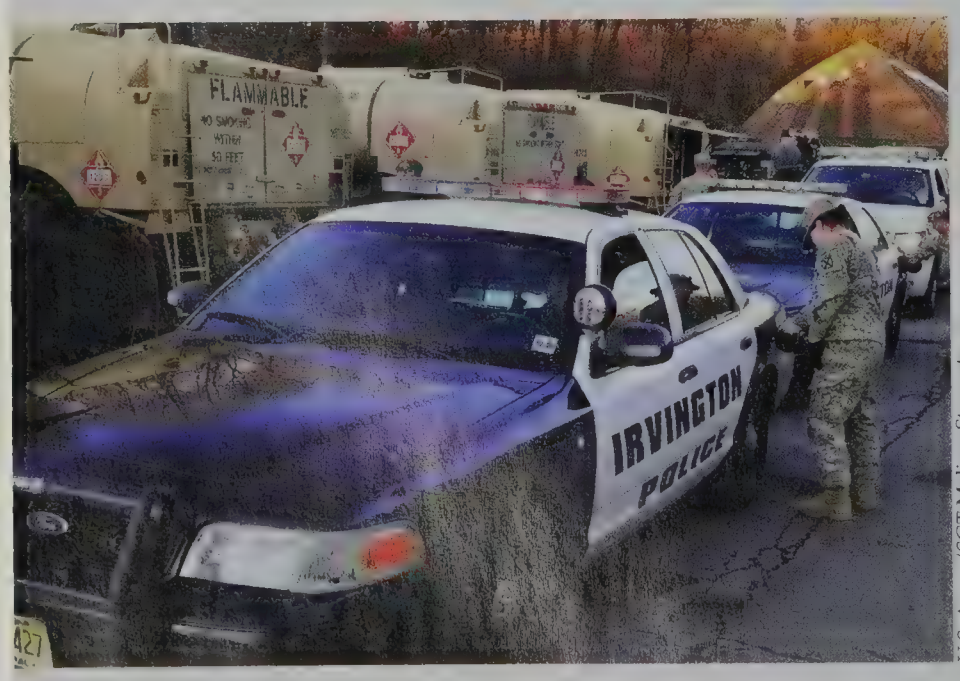
Above, an excavator operator loads debris onto a truck near Albany, N.Y. By late November, U.S. Army Corps of Engineers had hauled 26,000 tons of debris up the Hudson River and out of New York City. Right, Virginia National Guard soldiers evacuate citizens through high water near Mears, Va., in late October.



Virginia National Guard/CSM Dennis Green

More than a month after Hurricane Sandy ravaged the East Coast in late October, soldiers from across the nation who helped in rescue and recovery efforts were still on duty. The Army's response to the disaster—more than an estimated $80 billion in damage—included reserve component members, the Army Corps of Engineers, and active duty soldiers who had recently returned from a month at the National Training Center, Fort Irwin, Calif.

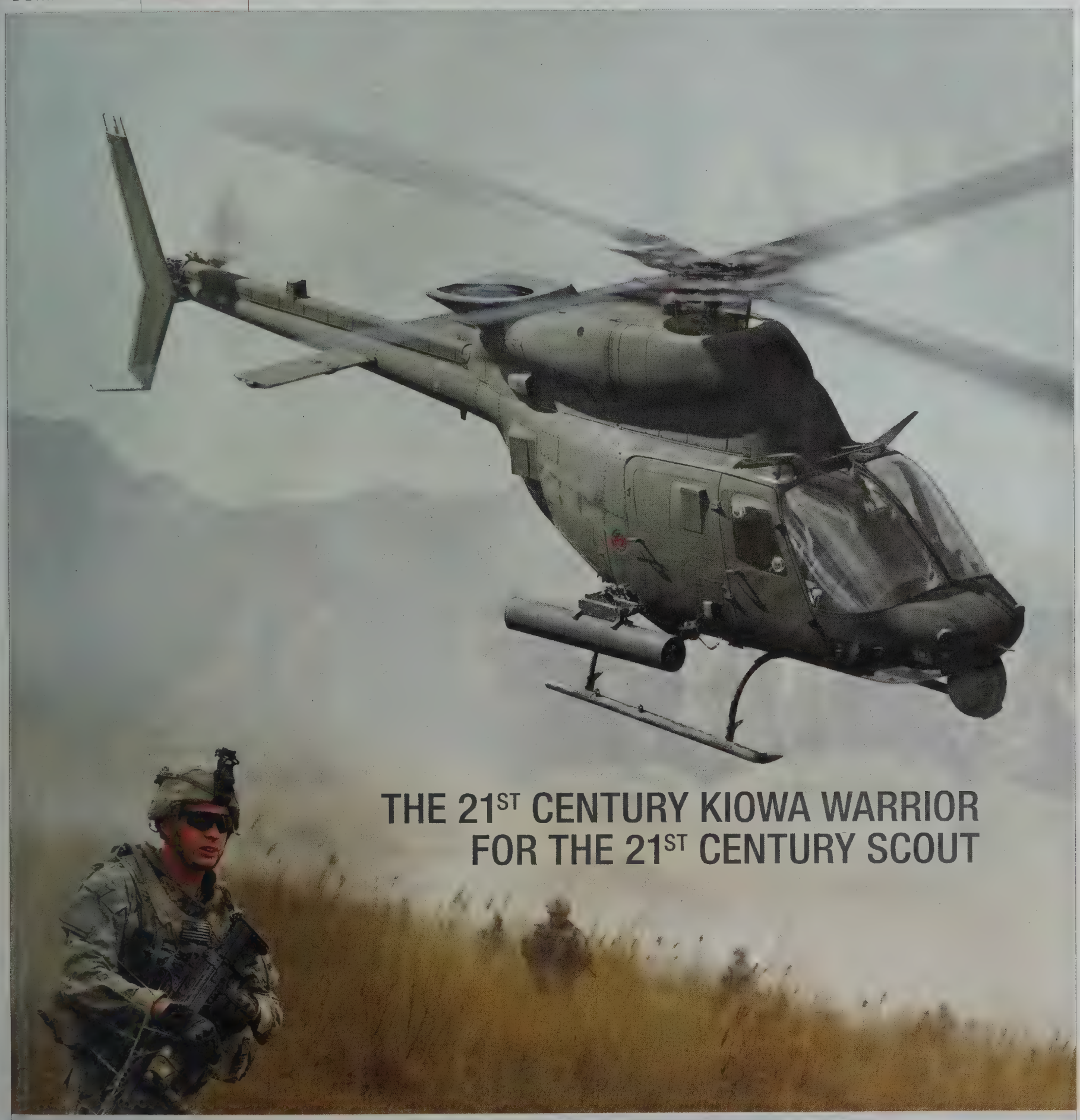
Soldiers from 10th Mountain Division (Light Infantry), Fort Drum, N.Y., were among the first on the scene in New York City and New Jersey. Aviators from the 10th Combat Aviation Brigade, Task Force Phoenix, deployed four UH-60 Black Hawks, four HH-60 medevac-equipped helicopters, and two CH-47 Chinooks and crews to move supplies and equipment as well as conduct assessments. Some 400 additional soldiers, 60 fuel trucks, 20 humvees, 15 light tactical vehicles, seven trailers and two field ambulances made their way from Fort Drum to Joint Base McGuire-Dix-Lakehurst, N.J., to support refueling operations in the hard-hit New York City and New Jersey areas, where gas rationing was in



U.S. Army/SGT Melissa Stewart



Left, soldiers from the 10th Mountain Division (Light Infantry) run a fuel point for emergency vehicles in West Orange, N.J. Right, New York Army National Guard soldiers package Thanksgiving meals at Manhattan's Jacob Javits Center for shipment and delivery to the city's distribution sites.



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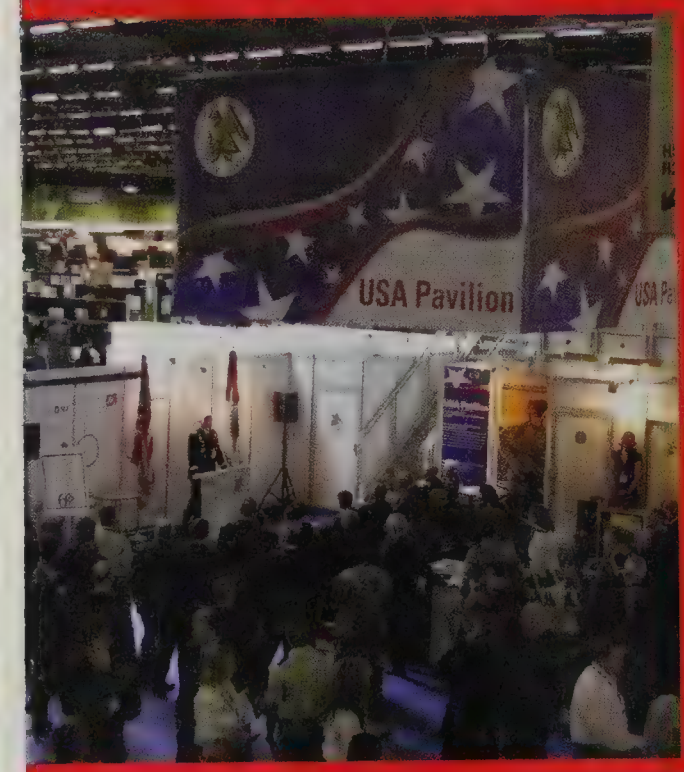
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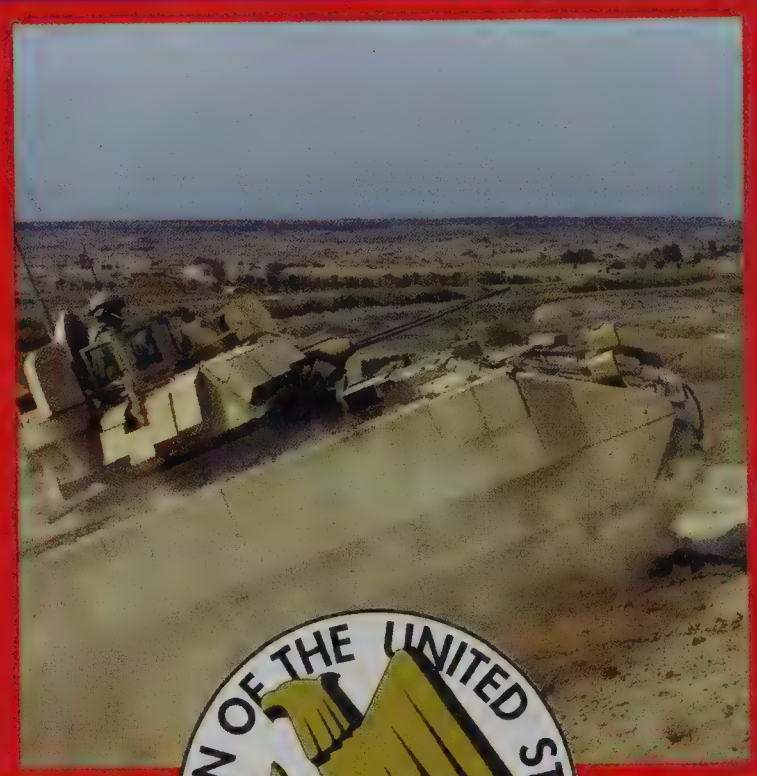
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U.S. Army/SFC Gail Braymen

Members of the 1st Cavalry Divison prepare for an air movement operation, with support from the California National Guard's 126th Aviation Regiment, at Fort Hood, Texas.

effect. Active duty soldiers worked alongside Army National Guard personnel, a rarity in domestic missions and possible because DoD had appointed dual status commanders in some states.

Army National Guard troops were already on duty when Hurricane Sandy made landfall, and they continued to distribute food and water in the aftermath of the storm. New York National Guard soldiers marked downed power lines for utility crews and later provided emergency generators so that New Yorkers still without power could vote on election day. Others delivered Thanksgiving meals to families in New York City, Long Island and the Lower Hudson Valley.

The U.S. Army Corps of Engineers helped with cleanup and moved an estimated 26,000 tons of debris by bus and barge out of New York City and coastal neighborhoods.

ARNG Aviators. The California Army National Guard's Company B, 1st Battalion, 126th Aviation Regiment, one of the oldest Chinook helicopter units in the Army, is ready for deployment to Regional Command-East (RC-E) in Afghanistan, thanks to training for two months last fall with First Army Division West's 166th Aviation Brigade at Fort Hood, Texas. The unit, known as the Schooners, logged more than 400 flight hours at Fort Hood, including more than 150 hours of night flying.

The 166th Aviation Brigade arranged for the National Guard crews to maximize their training time by supporting local units also training for deployment. Among them were two companies from 2nd Brigade Combat Team, 1st Cavalry Division. The Schooners supported them during a field exercise and practiced air mission requests, casualty evacuation operations, internal and external load training, and air assault missions.

The National Guard unit, which deployed to RC-E five years ago, could practice the kinds of missions it will be conducting downrange, and the Fort Hood units had an opportunity to train with aviation assets they might not ordinarily have had available.

Deployments. In late November, the Department of Defense identified three major units to deploy as part of the upcoming rotation of forces operating in Afghanistan. The rotation involves two infantry brigade combat teams (BCT)—one with some 1,400 personnel, the other with roughly 2,800 personnel—and one division headquarters with about 620 personnel to rotate in winter 2012 and spring 2013. The deploying units are:

- 1st BCT, 10th Mountain Division (Light Infantry), Fort Drum, N.Y.
- 4th BCT, 101st Airborne Division (Air Assault), Fort Campbell, Ky.
- Division headquarters, 101st Airborne Division (Air Assault), Fort Campbell, Ky.

Relocations to ROK. By the middle of this month, the Army will complete the relocation of the 61st Chemical Company, the 62nd Chemical Company, and Headquarters and Headquarters Detachment, 23rd Chemical Battalion, from Joint Base Lewis-McChord, Wash., to the Republic of Korea (ROK).

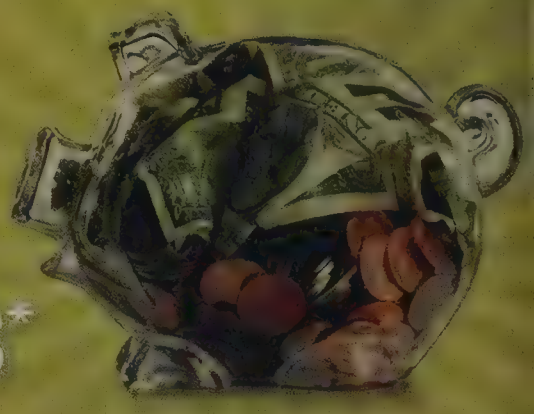
According to the October force structure announcement, the chemical companies will provide nuclear, biological and chemical reconnaissance, equipment decontamination and consequence management assistance to support military forces on the peninsula.

The relocation results in an increase of 290 military personnel within ROK with a corresponding decrease of staff at Joint Base Lewis-McChord. It supports Department of the Army endeavors to support U.S. forces conducting operations abroad, including rotational deployments as well as bilateral and multilateral training exercises.

New NATO Command in Turkey. The NATO Allied Land Command, a new NATO command activated in Izmir, Turkey, at the end of November, assumed the responsibilities of Force Command Heidelberg, Germany, and Force Command Madrid, Spain, which deactivated as part of NATO's transition to a more economical and more efficient command structure. LTG Frederick (Ben) Hodges leads the headquarters of the new command. Its mission is to ensure the readiness of the forces of the 28-nation alliance, conduct land operations and maintain the interoperability of the troops honed by the war in Afghanistan.

Even before the command was formally established, LTG Hodges spoke to reporters in Izmir. After the Syrian conflict escalated and bombs crashed beyond its border, neighboring Turkey

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asked NATO to deploy Patriot missiles to boost its air defense systems along the 900-kilometer border.

Since then, NATO has acted on Turkey's request when each of the alliance's members voted their approval to implement it. The missiles will be used only as a defensive system and not to establish a no-fly zone or to mount an offensive.

The new land command had about 50 people as it stood up and will grow to about 350.

Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed supporting Operation Enduring Freedom from November 1 to November 30, 2012. All names have been released through the Department of Defense; families have been notified.

SSG Rayvon Battle Jr., 25
SSG Kenneth W. Bennett, 26
PFC Brandon L. Buttry, 19
SPC Daniel L. Carlson, 21
SPC Brett E. Gornewicz, 27
SGT Channing B. Hicks, 24
SPC Ryan P. Jayne, 22
CPT James D. Nehl, 37
SPC Joseph A. Richardson, 23
SGT Matthew H. Stiltz, 26
SSG Dain T. Venne, 29

CG USAREUR. LTG Donald M. Campbell Jr. relinquished command of III Corps and Fort Hood, Texas, and took command of U.S. Army Europe (USAREUR) and the Seventh Army in early December. According to USAREUR, a formal assumption of command ceremony will occur "after the new year." He succeeded LTG Mark P. Hertling, who took command of USAREUR in March of 2011 and retired in early November after 37 years of Army service.

LTG Campbell took command of III Corps and Fort Hood in April of 2011. The Senate confirmed him for reappointment as a lieutenant general and for assignment as commanding general of USAREUR in July. He has served numerous assignments in Europe during his 34-year Army career, most recently in 2005, when he was chief of staff, V Corps. LTG Campbell is the 38th commander of USAREUR and will be the last in Heidelberg before the headquarters completes its relocation to Wiesbaden this year.

Suicide Rate Rises. The number of soldiers who took their own lives in 2012 was the highest since that information was first recorded in 2001. By mid-November, the Army had reported 166 potential or confirmed active duty suicides compared to a total of 165 confirmed soldier suicides in 2011. Among National Guard and Army Reserve soldiers not in active status, there were 114 potential or confirmed suicides during the same time frame in 2012 compared to 118 confirmed the year before.

In 2012, the military suicide rate surpassed that of the general population for the first time: some 30 incidents out of 100,000 compared to an estimated 24 suicides out of 100,000 civilians.

The military has invested millions of dollars to find ways to prevent suicides and still searches actively for solutions. In September, Army Vice Chief of Staff GEN Lloyd J. Austin III ordered a worldwide suicide prevention stand-down day to focus on the problem.

"Suicide is the toughest enemy I have faced in my 37 years in the Army," he said, but he believes helping soldiers build resilience to strengthen their life-coping skills is one way to prevent it.

GI Films Wanted. The GI Film Festival invites filmmakers from beginners to professionals to submit entries for the 7th Annual GI Film Festival to be held from May 6–12 at various locations in the Washington, D.C., area.

Each film submitted must respectfully portray at least one major military character, real or fictitious. There is no submission fee for active duty servicemembers, and discounts are available for students and military veterans. The regular submission deadline is January 22 with a cost of $40 per submission.

Each film is carefully reviewed and evaluated, and the makers of those selected for screening will be notified by April 1. Prizes will be awarded in categories that include feature and short narrative films, feature and short documentary films, and student films.

For more information, visit the website at www.gifilmfestival.com.

Center at the Wall. The Vietnam Veterans Memorial Fund held a groundbreaking ceremony in Washington, D.C., in late November for a new landmark, the Education Center at the Wall, which will feature the stories of the more than 58,000 servicemembers who died in the Vietnam War, or later as a result of their service there. The Center will also honor the fallen in Iraq and Afghanistan until a permanent national memorial recognizes them.

The 35,000-square-foot center is being built across the street from the Vietnam Veterans Memorial. Among the exhibits, a "Wall of Faces" consists of photographs of fallen servicemembers whose names are inscribed on the memorial; a rotating display will showcase more than 400,000 items left at the Wall by family, friends and other visitors since the memorial was dedicated in 1982; and other exhibits will relate the story of the nation's legacy of military service from 1775 to the present.

Army veteran Jan C. Scruggs, president and founder of the Vietnam Veterans Memorial Fund, said the Education Center at the Wall will be a "temporary memorial" to those who served and died in Iraq and Afghanistan until they get their own memorial one day.

The fund, Scruggs said, has raised more than $47 million of the estimated $85 million the center will cost. The November groundbreaking was ceremonial because the full sum must be in hand before building can begin—a requirement on the National Mall. Scruggs hopes to begin construction this summer and have the new Center completed by 2014 in time for the return of final combat troops from Afghanistan.

Korean War Veterans. In November, the Senate passed by unanimous con-

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sent a bipartisan resolution formally designating 2012–13 as the "Year of the Korean War Veteran" and recognizing the 60th anniversary of the Korean War. Senator Daniel Akaka (D-HA) sponsored the bill, which was cosponsored by Mark Begich (D-AK), Saxby Chambliss (R-GA), James Inhofe (R-OK), Lisa Murkowski (R-AK) and Mark Udall (D-CO).

The resolution was supported by the DoD 60th Anniversary of the Korean War Commemoration Committee, which is implementing a national campaign to educate the U.S. public about the conflict that is often called the Forgotten War and to honor the contributions and sacrifices of those who served in it.

TRICARE Update. Tricare has plans to eliminate TRICARE Prime, the military's managed care plan, for retirees and their dependents who live more than 40 miles from a military treatment facility or base closure site. Prime is expected to close down beyond the 40-mile radius in the North and South TRICARE regions by October 1, 2013.

An estimated 171,000 people will have to shift to TRICARE Standard, which is a fee-for-service option. The *Kitsap* (Wash.) *Sun* reported that plans are for this coverage shift to occur in the West Region on April 1, when UnitedHealth Military and Veterans Services pick up the area's support contract from TriWest Healthcare Alliance.

Last November, concerned over the upcoming shift, the Senate voted to require DoD to report early this year on the areas that will be affected by the change, the number of beneficiaries who will be affected, and how DoD will help ease the transition. ★

GENERAL OFFICER CHANGES*



GEN J.F. Campbell from DCS, G-3/5/7, USA, Washington, D.C., to CG, FORSCOM, Fort Bragg, N.C.



LTG M.A. Milley from CG, 10th Mountain Div. and Fort Drum, Fort Drum, N.Y., to CG, III Corps and Fort Hood, Fort Hood, Texas.



MG D.G. Clarkson, USAR, from Cmdr., Army Reserve Sustainment Cmd., Birmingham, Ala., to Asst. Dep. CG for Reserve Affairs, AMC, Redstone Arsenal, Ala.



MG K.E. LeDoux, USAR, from CG, AMC-SWA/G-4, ARCENT (Forward), Camp Arifjan, Kuwait, to CG, 88th RSC, Fort McCoy, Wis.

Brigadier Generals: **P.A. Bosse**, USAR, from Cmdr., Training Group 1, 75th Training Div. (BC), Arlington Heights, Ill., to Cmdr., 87th USARSC, Birmingham, Ala./Dep. Cmdr., USARSC, First Army Div. East, Fort Meade, Md.; **J.E. Whitlock**, USAR, from Dep. Cmdr., JB MDL, Lakehurst, N.J., to Dep. Dir., J-5, USNORTHCOM, Peterson AFB, Colo.

■ ***AFB***—*Air Force Base;* ***AMC***—*Army Materiel Cmd.;* ***ARCENT***—*U.S. Army Central;* ***BC***—*Battle Cmd.;* ***CG***—*Commanding General;* ***DCS***—*Deputy Chief of Staff;* ***FORSCOM***—*U.S. Army Forces Cmd.;* ***JB MDL***—*Joint Base McGuire-Dix-Lakehurst;* ***RSC***—*Regional Support Cmd.;* ***SWA***—*Southwest Asia;* ***USA***—*U.S. Army;* ***USAR***—*U.S. Army Reserve;* ***USARSC***—*U.S Army Reserve Support Cmd.;* ***USNORTHCOM***—*U.S. Northern Cmd.*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*

SENIOR EXECUTIVE SERVICE ANNOUNCEMENTS

Tier One. **M. Cervone** from Supervisor Logistics Mgmt. Specialist, GS-0346-15, HQDA, ODCS, G-4, Major End Items, Washington, D.C., to Dir. for Supply Policy, Programs and Processes, ODCS, G-4, Pentagon, Arlington, Va.; **C.S. Cornelius** from Assoc. Dir. for Missile Development to Dir. for Weapons Development and Integration, both AMRDEC, RDECOM, Redstone Arsenal, Ala.

AMRDEC—*U.S. Army Aviation and Missile Research, Development and Engineering Ctr.;* ***HQDA***—*Headquarters, Department of the Army;* ***ODCS***—*Office of the Deputy Chief of Staff;* ***RDECOM***—*U.S. Army Research, Development and Engineering Cmd.*



"...and right after we throw the tea overboard, we open a *coffee* shop!"

On Becoming a Strategic Leader

By LTG James M. Dubik
U.S. Army retired

How does one make the transition from tactical to strategic leadership? This enduring question is rising again, not only within the profession as current senior leaders analyze wartime performance, anticipate the future and think through the changes they should make to professional development programs, but also from outside the profession.

Making the transition to strategic leadership is a multifaceted and, in the larger sense, lifelong and continual process. Some can make the transition, others cannot. Even among those who do make the transition successfully, capacity varies. Some strategic leaders are very successful in selected areas but not in others. Furthermore, strategic leadership within a narrow technical or specialty area is different from strategic leadership exercised in a broader scope. Those who try to reduce to a simple formula what it takes to be a strategic leader or to develop someone to become one simply do not understand the complexity of the phenomena with which they are dealing. Reflecting on my own experiences and learning, as well as watching other strategic leaders, I have noticed the following nine patterns.

The problem set changes. In general, problems are of two types: routine and adaptive. Routine problems are those that occur and recur regularly and, therefore, have identifiable solutions. Adaptive problems are more complex. Understanding them takes more than one brain, and they do not have readily identifiable, or even permanent, solutions. Rather, because they are so complex and often unfold over time, they yield only to temporary resolutions that require periodic review and revision as conditions change. Strategic leaders should spend most, if not all, of their time on adaptive problems. The requirement, therefore, is to develop skill in tackling adaptive problems: Getting the right team of people together, leading that team in a proper discourse, setting a climate in which respectful argument can occur and maintaining a long-term perspective are among the most important adaptive leadership skills.

The solution process changes. Unlike solutions to routine problems that can be directed, solutions to adaptive problems emerge from dialogue. The strategic leader participates in the dialogue and decides upon a way ahead but understands that a resolution has a limited time in which it can work because whatever is decided will require periodic review. Conditions change, unexpected events alter forecasts and new personnel affect the process, each presenting unanticipated opportunities or obstacles. Furthermore, execution—translating the decision into action—happens over time and through multiple leaders and echelons that are often distributed over a wide geographic area. The requirement, therefore, is to develop skill at attaining alignment throughout the strategic leader's organization and implementing a management scheme that allows for continual, reality-based feedback, learning and adaptation.

The leadership space expands. Tactical leaders normally operate within a hierarchical leadership structure. "Two up and two down" is the standard way Army tactical leaders learn to think so that they can act properly within their senior's intent. While this remains true for strategic leaders, the hierarchical structure describes only part of their leadership space. Growing in importance is the set of non-hierarchical relationships with people and organizations external to the strategic leader's chain of command but who clearly affect the success or failure of that leader's mission. The more senior the strategic leader, the wider his or her leadership space becomes. Hence, strategic leaders need good communication and persuasive skills; they must be good at developing relationships and trust with leaders from widely different professions and experience bases; and they must learn to operate in an environment in which respectful disagreement can lead to decision and progress.

Decision-making changes. Often the conditions leading to a strategic decision emerge over time, so strategic leaders think in terms of decision space rather than decision points. Making decisions this way requires anticipatory analysis of when a decision has to be made; what minimum—not maximum—information is required; how that information will be gathered and presented; and what criteria the minimum information must meet. Another important aspect of decision making for strategic leaders is the ability to divest a good many decisions to subordinates after identifying—often in discussion with subordinates or peers—information requirements, criteria and timing. In any case, the decisions will almost always be under the conditions of ambiguity, for to wait for clarity or certainty will mean the decision will most likely be ineffective because it is late. Decisions made under conditions of ambiguity provide yet another reason for the strategic leader to implement a management scheme that allows for reality-based feedback, learning and adaptation.

Time management becomes more critical. Given the breadth of their responsibilities, strategic leaders must be deliberate and disciplined in their approach to using time, one of their most important assets. They must focus on the im-

portant, not just the urgent. A formal time-management system, not just a daily schedule, helps strategic leaders do that. Part of that formal system is a disciplined meeting rhythm, one that ensures that subordinates get all the guidance they need at the frequency they need it, thus creating time for thinking and "battlefield circulation"—both critical to strategic leadership. Establishing priorities, matching time allocation to those priorities, synchronizing these allocations to the meeting rhythm and battlefield circulation program, and creating a method to evaluate the use of time, are all critical to a formal time-management system.

Thinking style changes. Tactical leaders think in terms of discrete actions and closed systems. Strategic leaders are most often concerned with more open systems. Their thinking, therefore, must be campaign-like—that is, a form of thinking in which individual decisions and actions have meaning only in relation to a larger, usually future, whole to which the success of the individual act contributes. Strategic leaders must hold in their minds simultaneously the following: individual acts (the current present), the broader whole of collective potential reactions and response (the ever-unfolding present), and how both can be used to achieve the envisioned goal (the future). In addition, the strategic leader recognizes that while he or she may be focused on a long-term goal or objective, the time horizon is so long that reality as understood at the start of a campaign changes along the way, often dramatically. The need arises once more for strategic leaders to see reality as it is, learn from that reality and adapt in ways that ultimately achieve the larger envisioned whole. This kind of thinking, deciding and acting is not easy. It requires multiple feedback mechanisms, an open yet focused mind, adaptable subordinates and a flexible organization.

Responsibility to the institution rises. Strategic leaders must develop a broad understanding of the profession and institution. They cannot afford an overly narrow understanding of the Army, as one would expect in a bureaucrat or technocrat, for strategic leaders have responsibility for the overall health of the profession and institution. Strategic leaders must live professional and personal lives as well as set policies that, for example, manifest the institution's values. Strategic leaders and the policies they set must also champion adaptive change; select, educate, train and promote the right leaders; mentor junior leaders and encourage dialogue among the generations of leaders that make up the Army; preserve as many ground force options for future political leaders as possible given resources available; and create organizations and processes that see reality as it is, learn from that reality, and adapt. Finally, strategic leaders must be prepared to participate in civil-military discourse with integrity and respect and in ways consistent with common service to our nation's democracy. These examples, albeit limited, illustrate that the role of strategic leaders is larger than the requirements of any one specific duty position.

Responsibility for talent retention rises. The Army is people. Future Army success will derive, most of all, from the leaders who remain in service. The Army promotes from within, so setting the right command climates in units and a healthy work environment in headquarters, identifying and developing leaders, and promulgating policies that attract and retain families are, arguably, "job one." Strictness in enforcing standards and treating people well are not mutually incompatible. Corporate America actively seeks the kinds of leaders the Army recruits and develops. The requirement for strategic leaders, therefore, is to nurture leaders and create the right conditions for service so that America's best natural resource—our citizens—is not squandered or taken for granted while they are in uniform.

Caring for yourself, your spouse and your family takes on a representative dimension. Most of us who made the Army our career did so because we were motivated and inspired by a battalion commander, first sergeant or command sergeant major (or equivalent leaders). Junior leaders look up to these seniors as having "made it." Junior leaders decide, often from their first tour in the Army, to remain or depart military service based upon their assessment of these senior leaders' lives, professional and private. Midgrade leaders do the same with more senior command sergeants major and



"Is *anybody* honest?"

general officers. The questions both groups ask themselves are: Can I have a life and a career? Do I want to be "like them"? These are not selfish questions; they are practical ones. The leaders in both groups understand the kinds of sacrifices that service in the Army entails, and they are willing to make these sacrifices if, over the term of a career, a balance can be struck. How senior and strategic leaders live matters, not just for their own lives but also as a model for others.

Of course, this list is not exhaustive. It is representative of the kind of complexity associated with strategic leadership, and it reflects, therefore, the complexity of developing and selecting those leaders who may themselves become successful strategic leaders. One of the major conclusions that should be apparent even from this limited discussion is that success as a tactical leader, as important and necessary as it is, is an insufficient guide for the selection of potential strategic leaders. With respect to strategic leadership, past performance is not necessarily reflective of future capacity. The difference between tactical and strategic leadership is a difference in kind, not degree. Some skill overlap exists, to be sure, but there is greater difference than commonality.

One of the marks of a healthy organization is that it reflects upon itself, learns from that reflection and adapts. In my experience, the Army is that kind of organization. The Army has not been afraid to look into the mirror and be critical of what it sees. It created the after-action review process to do just that. My hope is that this article contributes to the ongoing conversation among the generations that make up Army leaders, so that as we correctly ponder the enduring question of making the transition from a tactical to strategic leadership yet again, we do so in the proper context. □

***LTG James M. Dubik**, USA Ret., is a former commander of Multi-National Security Transition Command-Iraq and a senior fellow of AUSA's Institute of Land Warfare.*

Army Tuition Assistance

By MAJ Jeffrey J. Fair

In the months and years ahead, the Army will have to make some very difficult decisions as it grapples with the effects of budget cuts and possible sequestration. A number of equipment initiatives and soldier programs will see their resources shrink as the Army attempts to prioritize current mission requirements. One area that should be protected from future cuts is the tuition assistance program. Available to all soldiers regardless of rank or military specialty, it is one of the few programs that can enable warfighters to understand the complex, interconnected international environment in which they operate. In fact, if Army senior leaders are serious about building future leaders who can address the challenges posed by future mission sets, tuition assistance is one area that should be expanded to fulfill those needs.

Administered from on-post education centers, the program helps soldiers meet their educational goals through financial aid and academic advising. The current benefit for soldiers is $4,500 each fiscal year and remains flexible to enable soldiers to attend one of nearly 3,000 participating colleges and universities. Tuition assistance allows soldiers to attend classes on campus, at the education centers or online, which makes the program of great use to soldiers assigned to virtually all types of units.

The program attracts both officers and enlisted soldiers who want to pursue a degree while they are assigned to a unit. This is unique to other programs, especially those offered to officers. Unlike advanced civil schooling (ACS), the Joint Chiefs of Staff internship, the Harvard fellowship and other similar programs, tuition assistance is not limited to a select few. The small number of positions allocated to these other programs limits the number of officers who can participate and excludes NCOs and warrant officers. Even at the National Intelligence University, where Army NCOs and warrant officers matriculate with officers, only 50 to 60 soldiers attend each year. With tuition assistance, soldiers can request permission from their commanders to attend classes in pursuit of a degree.

ACS and other graduate and fellowship programs also remove participating officers from the force. For example, ACS is an 18-month program and can be followed by other schooling or courses that keep the officer from the force for years at a time. Many programs can qualify for partial intermediate-level education (ILE) credit, but most still require the officer to attend the ILE common core course, further extending an 18- or 24-month program by four additional months. Even though these programs can be viewed as a break for these leaders, other professional military education and good assignment practices can serve that same purpose. With the tuition assistance program, none of these drawbacks applies. Officers remain in their units while taking courses at a local institution or online.

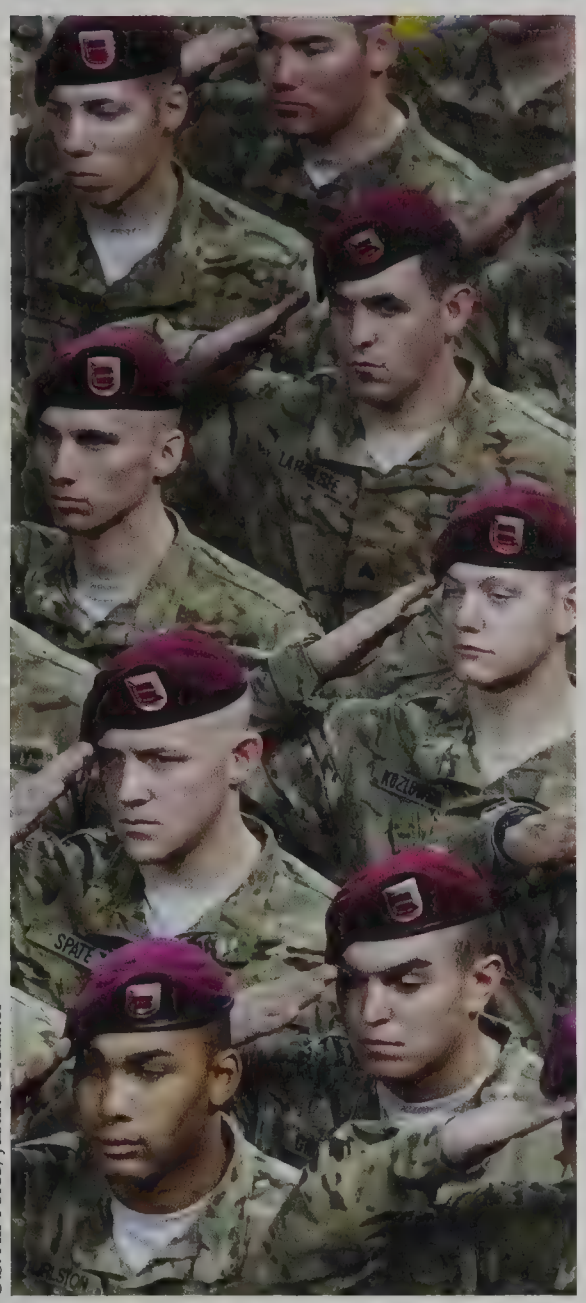
Leaders can often find unique synergies with their officers and NCOs who take courses through the tuition assistance program, and projects and assignments are usually easier for the soldier-student when they can be applied to daily responsibilities. Commanders can also help these soldiers by recommending projects that aid the unit while also satisfying course requirements, such as working on the unit budget forecast, creating a training exercise scenario or analyzing an important—but not pressing—issue for the command. Addressing some back-burner issues with soldier-student assistance can be the difference

in a commander's ability to move a unit forward.

There are complaints, however, that a soldier who is enrolled in classes will not be a productive member of a unit. These complaints can range from the soldier being tired or distracted on duty to leaving work during duty hours to attend class, though most programs do not require any daytime classes. This is a challenge for commanders at all levels, but it is one that requires leader engagement and the ability to help soldiers manage their time. In some instances additional time in counseling sessions with the soldier-student and an extra meeting with the commander to approve tuition assistance might be necessary, but the possible benefits to units and soldiers make this time well spent.

For officers, there are certain times when outside education makes more sense than others. Officers in command may want to reconsider using tuition assistance until they successfully complete their current assignment. Other positions, however, lend themselves nicely to a program of study. Officers and commanders should take a hard look at where the officer-student is in his or her career and, on a case-by-case basis, determine if a program of study is feasible. This is just as true with NCOs and warrant officers.

An additional benefit for officers is that tuition assistance offers another avenue for pursuing an advanced degree. The Army has a number of programs for its officers, including ACS, fellowships and specialty graduate programs for functional area officers. After more than a decade of persistent conflict, however, many officers have career timelines that do not allow for programs that last 18 months or longer. Many at U.S. Army Human Resources Command are trying to find new ways to offer advanced education to officers in this position and to expand existing opportunities. This includes forming productive partnerships with institutions near Army installations and expanding into more Ph.D. program opportunities for leaders. There are some universities reaching out to the Army right now in attempts to create these partnerships.



U.S. Air Force/Justin Connaher

Officers stationed at Army installations close to major universities are indeed fortunate. Many of these schools want students with attributes embodied by our officer corps—smart, dynamic and experienced. These schools also offer programs that would help not only the officer in the long run but also the Army *and* the officer's unit in the short term. Although these programs can be difficult to get into, these schools want to offer admission to a predetermined number of military officers each year. If the number of paid graduate programs begins to dwindle over the next few years in the Army, tuition assistance can fill the void—especially with these types of partnerships.

The University of Washington's Evans School of Public Affairs is a perfect illustration of these partnership opportunities. The school has reached out to the leaders at Joint Base Lewis-McChord (JBLM) for several years, hoping to establish an ongoing partnership. On the Army side, application to the program could be offered to soldiers identified for a permanent change of station to JBLM. The officers who are accepted into the program would serve on the I Corps staff or 7th Infantry Division staff for two years while they finish their degree and, following graduation, be eligible for assignment to important leadership positions. The leaders also understand that they will use tuition assistance or the GI Bill to pay for school, since this is an unfunded program—at least for now.

The possibilities for similar partnerships exist at many Army installations. Fort Drum, N.Y., and the University of Syracuse are about as far apart as JBLM and the University of Washington. Syracuse offers some of the top-rated MPA and MBA programs in the country. Kansas State is even closer to Fort Riley and offers a wide range of excellent graduate programs. Partnering with these universities benefits both the Army and the soldier-students throughout the chain of command, either on campus or through professional development programs in garrison.

The possibilities for growth of educational opportunities using tuition assistance as a backbone should be enough to warrant keeping funding levels at or above current amounts. The flexibility of the program and its current impact on the Army are also reason enough to sustain tuition assistance at current levels. It is a program that many, including this officer, can thank for allowing them the ability to pursue and obtain a degree. □

MAJ Jeffrey J. Fair *is currently enrolled in the Command and General Staff College's intermediate level education program at the Fort Belvoir, Va., satellite campus. He holds master's degrees from Hawaii Pacific University in business administration, the University of Washington in public administration and the National Intelligence University in strategic intelligence. He has been deployed twice in support of Operation Iraqi Freedom.*

Aviation Modernization

It may seem like ancient history to some, but the 2004 cancellation of the Army's Comanche program was accompanied by a steadfast service commitment to reinvest savings to begin purchasing new airframes, fix equipment shortfalls, enhance survivability and begin modernization activities across the Army's manned aircraft fleet.

That modernization commitment has continued to this day, with 2012 witnessing several milestones across an array of manned aviation platforms. Representative examples of these achievements can be found in the Apache, Chinook and Kiowa Warrior programs.





Scott Gourley

Milestone Update

by Scott R. Gourley



U.S. Army/Dustin Senger

Apache

The U.S. Army's Apache Attack Helicopter program witnessed a significant milestone in mid-July 2012, with the retirement of the last A model AH-64 Apache by members of the Army National Guard 1-149th Attack Reconnaissance Battalion. The aircraft, "Apache 451," was assigned to the brigade in 2002 and in 2006 deployed to Iraq in support of Operation Iraqi Freedom. Subsequent to that retirement ceremony, the aircraft was depopulated (disassembled) and taken to the Boeing facility in Mesa, Ariz. If all goes according to plans, Apache 451 should emerge from the production line around the middle of 2013 as the latest and last Block II AH-64 D-model to enter the Army fleet.

Speaking at the AUSA Annual Meeting and Exposition in late October 2012, COL Jeff Hager, U.S. Army project manager for Apache Attack Helicopter, highlighted a number of additional 2012 milestones surrounding this critical component of the Army's manned fleet.

"We had a very successful Defense Acquisition Board with a full-rate [Apache Block III] production decision on the ninth of August," he said. "What that did was to really secure Apache production for the next several years. I know we have fiscal requirements, but securing the production with a full-rate production decision is huge for this program; it's probably the single largest decision that we've had since Block Is and Block IIs went into production. It's that monumental for us.

"One of the other key components that came out of that decision is that now we are an ACAT [acquisition category] component Charlie program," he said. "We are no longer a Delta program, meaning that we don't have DoD oversight. We do have specific reporting requirements to DoD that we will maintain, but now we have our Army Acquisition Executive, Heidi Shyu, in charge of the Apache program and the development and production that we have for Block III as we go from this point on."



U.S. Army/SFC Eric Pahon

Clockwise from top: A 2nd Aviation Regiment AH-64D Apache helicopter lands during gunnery exercises at Fort Carson, Colo. Petroleum specialists with the 82nd Combat Aviation Brigade prepare to fuel an OH-58 Kiowa Warrior in Afghanistan. The two-rotor heavy-lift Chinook helicopter has undergone numerous upgrades since entering Army service in 1962.



U.S. Army/SGT Daniel Schroeder

The two-man crew of an AH-64D Apache Longbow conducts power checks during a preflight check on Forward Operating Base Tarin Kowt, Afghanistan, before heading out on a mission in August 2012.

Hager offered accolades to the work being performed by contractors Boeing, Lockheed Martin and Northrop Grumman, noting, "Boeing in 2012 is scheduled to deliver 24 more Block III aircraft to us and then five additional aircraft that they will present to foreign military customers. That's good on their part. They are always on time and on target with their deliveries. That doesn't include the [AH-64D] Block II aircraft that we are continuing to produce at this time."

Referring to the July induction of Apache 451, Hager observed, "There are no more Alpha model Apaches in the U.S. fleet. … We have only the Delta model and the Block III aircraft that we have in production right now that are going to be out there in the fleet."

In addition to a successful initial operational test and evaluation for the Block III, Hager pointed to other recent activities involving improvements to the Modernized Target Acquisition Designation Sight, "which really opens up the night fight for us as we perform operations in country." They include exploration toward making the daytime sensor a color system, fielding of the new Ground Fire Acquisition System into Afghanistan with one airborne battalion, and continuing advances in Manned/Unmanned Teaming installed on several battalions of Block II aircraft.

"The next big piece of news is that Block III has now been designated AH-64 Echo," he added. "Now we will have an AH-64 Delta and an AH-64 Echo out there to go forth from this point."

Chinook

The Army is also continuing to receive deliveries of its modernized Chinook CH-47 Foxtrot aircraft.

According to Pat Donnelly, director of U.S. and Foreign Military Chinook Programs at Boeing Defense Systems, the CH-47F program is ending the third year of a five-year multiyear I contract, with 211 F-model aircraft delivered under multiyear I and its preceding contracts as of mid-November 2012.

"The ultimate expectation is that the Army is going to buy 464 F-models," he said. "That's the program of record. What they will end up with is the retirement of all D-models in their fleet and have a complete F-model standard fleet."

The company is currently in negotiations for the multiyear II contract, which will include 155 aircraft and bring total deliveries to the program of record total of 464. Current projections show the last multiyear II aircraft delivered in the 2020 time frame.

"The F-model certainly keeps the fleet relevant," Donnelly said. "It brings three pieces to the warfighter that the D-model does not have. One of them is an all new airframe, [which uses] machined frames [and] basically 'resets' the fuselage to a zero time. But it also has an extended projected life. The fatigue of the older assets is starting to wear on the fuselages, which are getting cracks. We have designed the F-model fuselage to take more stress and strain, and we anticipate a significant reduction in maintenance man-hours per flight hour just to keep the airframe going.

"The second thing the F-model brings is the Common Avionics Architecture System (CAAS) cockpit. It's built by Rockwell Collins. It's a glass cockpit with a series of [displays] that have multiple 'pages' so the pilot can arrange the cockpit to his liking. He can pull up whatever pages he wants to monitor. At the same time it provides a significant increase in situational awareness: The warnings and the other elements that the pilot needs to know about are

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Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.



U.S. Army/CPT Michael Barranti

SPC Alberto Sandoval pulls the slack on his fuel line as he and SFC Steven Smith prepare to refuel a CH-47 Chinook helicopter at Forward Operating Base Kunduz, Afghanistan. The Army continues to receive deliveries of the CH-47F, which includes features not available on the D-model.

brought to the forefront when necessary. The CAAS cockpit also provides the opportunity to do some mission management. The pilot can do some stuff onboard. For example, he can review flight plans or review maps and download that information into the CAAS cockpit so when he takes off for all intents and purposes the route will be preplanned, and he will get the cues to help him stay on his mission. In the event that he gets redirected he can, in fact, reprogram a new mission profile in flight. So it's a great asset for the pilot to reduce his workload," he said.

"The third thing that we typically highlight with the F-model is the Digital Advanced Flight Control System (DAFCS)," he continued. "That introduces some automation to some of the typical maneuvers that a Chinook pilot will be making. It's not quite an autopilot, but it certainly provides some additional workload reduction for the pilot. For example, if he wants to approach to hover he can push a button and the aircraft will come to a stable hover. The aircraft takes into consideration external forces like wind gusts and will allow a pilot to hover 'hands off' over a point on the ground. You can think about the value of that in a degraded visual environment. A pilot may be coming in to a landing zone in an unprepared area and find himself in a cloud of dust or snow, causing spatial disorientation, but with DAFCS he can push a button on the end of his stick and the aircraft will come to a stable hover. The system also allows what we call beeping down, whereby the pilot can lower the aircraft one foot at a time … to the ground without putting occupants or crew in additional danger."

"We do a lot of after-action reviews [AAR] when units come back from theater," he added. "Both Boeing and PM Cargo will meet with them and ask what worked and what didn't work. I will tell you that we get nothing but praise for the F-model. The pilots are just amazed at what they can now do with the Chinook that was difficult or impossible to do before."

He noted that the AAR process has also driven some small changes that will be incorporated into the aircraft under the multiyear II effort. Examples include the addition of a health usage monitoring system and incorporation of a Cargo On/Off Loading System (COOLS) that embeds flip-over rollers in the floor to facilitate cargo movement.

"The expectation is that all of the existing fleet will be kitted or retrofit to the multiyear II configuration when we're done," Donnelly added. "So, for example, COOLS is being designed to fit into a D-model, a multiyear I F and into the production line for multiyear II."

In addition to delivering the CH-47F aircraft, Boeing is also under a direct commercial sale to provide 15 aircraft to the Canadian military.

"They had a series of unique requirements over what the current Army F has," Donnelly explained. "Some of those are an extended range fuel tank, similar to what we have on the Golf model, which is the Special Forces variant of the Chinook. The Canadians also decided to go with an upgraded electrical system, which really puts this Canadian model as state-of-the-art within the Chinook family from a technical standpoint. They are also adding a FLIR [forward-looking infrared] and a couple of other things just to help them do their missions in Canada.

"There's no question about it," he continued, "the U.S. Army is now interested in taking some of those things we are doing for Canada—in particular I would point to the electrical system—and as we look at upgrading the F-model to the next generation the electrical system is one of the key pieces that we will be taking. So we are actually leveraging Canadian investment so that the U.S. taxpayer benefits."

Unmanned Aviation Continues to Expand

It may not be a straight "apples to apples" comparison, but 2012 did offer an aviation coincidence worthy of note.

Specifically, on February 3, 2012, Bell Helicopter, a Textron company, announced that the U.S. Army's OH-58D Kiowa Warrior helicopter fleet had accumulated two million flight hours, with more than 750,000 of those hours flown in combat. The milestone was one of many achievements that have people viewing the Kiowa Warrior as the "workhorse" of Army aviation.

The second coincidental event occurred seven months later, on September 9, 2012, when the General Atomics Aeronautical Systems Predator/Gray Eagle-series unmanned aircraft systems (UAS) family reached its own two-million-flight-hour milestone, with more than 150,000 total missions completed and nearly 90 percent of those missions flown in combat.

While direct comparisons are voided by the fact that the Army just has a slice of the overall Predator/Gray Eagle-series UAS fleet, the manned/unmanned parallels are certainly worth noting, given some of their potential implications for the anticipated growth of tactical contributions by unmanned Army aviation platforms in the next few years.

Nor is it just a question of projected UAS accomplishments in the near future. Recent Army UAS programs of record achievements/milestones ranged from fielding/deployment of F-227 (the first Army unit assembled to receive Gray Eagle) to Afghanistan (in addition to two platoon-sized quick reaction capability elements already in theater) at the "big end" of the Army UAS fleet to development of a new gimbaled payload for Raven at the small end.

Equally significant is the fact that, in parallel with these representative material developments, 2012 saw representatives of the Army Aviation community continuing to conduct a range of complementary UAS activities across the entire spectrum of doctrine, organization, training, materiel, leadership, education, personnel and facilities.



U.S. Army/SGT Ken Scar

Kiowa Warrior

Along with the Apache and Chinook programs, fleet modernization milestones have been achieved in 2012, with more likely pending in the coming months, involving the OH-58 series Kiowa Warrior program.

The wartime replacement aircraft (WRA) fleet-replenishment program, for example, features Bell Helicopter Textron converting A-model cabins and building new D-model cabins complete with new wiring harnesses that are delivered to Corpus Christi Army Depot (CCAD) [Texas] for final assembly as an operational aircraft and integration back into the fleet.

WRA targets the OH-58D fleet shortfall, which emerged in 2004 when the Army's OH-58D Kiowa Warrior fleet first fell below the required strength of 368 aircraft due to combat losses in Operation Iraqi Freedom and Operation Enduring Freedom.

In June 2012, rollout ceremonies were held at CCAD to mark delivery of the first OH-58D upgraded under WRA to the 1st Squadron, 6th Cavalry Regiment, Combat Aviation Brigade, 1st Infantry Division. At the time of the ceremony, the Army was 42 aircraft short of its requirement of 368. In addition, service representatives noted that seven more aircraft were still pending attrition and analysis to determine the best course of action for replacement. They added that against that total requirement for 49 aircraft, the Army plans called for 23 WRA "A2D conversions" and 26 "new metal" WRAs.

In addition to satisfying critical shortfalls in the OH-58D fleet, the Kiowa Warrior team has also developed a cockpit and sensor upgrade program to ensure that the Kiowa Warrior retains its viability as a combat multiplier across the combat spectrum. The program, which was designated as the OH-58 Foxtrot in late October 2010, includes installation



U.S. Army/SSG Donna Davis

An OH-58 departs Forward Operating Base Fenty, in eastern Afghanistan's Nangarhar Province, to provide escort security in Kunar Province.

or modification of an advanced nose-mounted sensor; improved cockpit control hardware and software for enhanced situational awareness; three full-color multifunction displays; dual-redundant digital engine controller for enhanced engine safety; digital inter-cockpit communications; digital Hellfire future upgrades; aircraft survivability equipment upgrades; and a redesigned aircraft wiring harness.

OH-58F first unit equipped has been projected for 2016 with squadron fieldings to follow.

Armed Aerial Scout

Last year also witnessed several activities directed toward a potential Armed Aerial Scout (AAS) program. As noted in an April 25, 2012 request for information (RFI), "The U.S. Army, Armed Scout Helicopter (ASH) Program Management Office (PMO), herein after referred to as the U.S. Government, is seeking information on commercial, commercial-modified, military, conceptual air vehicle technologies, performance capabilities, and technical data in support of the potential acquisition of an Armed Aerial Scout air vehicle. Additionally, the ASH PMO is seeking information regarding industry's interest in participating in a voluntary flight demonstration of their existing air vehicles to display the state of the art in regard to helicopter systems and subsystems technologies."

According to a spokesperson for the U.S. Army Program Executive Office (PEO) Aviation, the industry RFI and voluntary flight demonstrations (VFD) "were intended to provide insight into the state of technology available within our defense industry and what that technology can provide to address Armed Aerial Scout capability gaps. The Army is researching the available capabilities in order to make an informed AAS decision. The flight demonstrations help us to fully understand the maturity level of available technology and the risks associated with developing and manufacturing a potential Armed Aerial Scout material solution."

Several of the individual industry VFD windows occurred around the time of the AUSA 2012 Annual Meeting and Exposition with multiple exhibitors using the venue to highlight the performance of their platforms, either during industry testing or their VFD before Army representatives.

The PEO Aviation spokesperson added that the Army "is currently assessing the results from the voluntary flight demonstrations, which will help to inform a recommendation to the Defense Acquisition Board. The DAB will help define the acquisition path ahead regarding the Kiowa Warrior and AAS." ★



Lockheed Martin

Researching the capabilities of an Armed Aerial Scout (AAS) helicopter, the Army has requested information in support of a potential AAS program, which it will assess before making a recommendation to the Defense Acquisition Board.

THE ARMY'S DIGITAL REVOLUTION 2.0: EVALUATING THE RANGE OF POSSIBILITIES

Text and Photos
By Dennis Steele
Senior Staff Writer



Armored vehicles and support vehicles from the 2nd Brigade Combat Team (BCT), 1st Armored Division, convoy from Fort Bliss, Texas, to the brigade's initial base camps at White Sands Missile Range, N.M. Inset, a solar-powered camera maintains surveillance on the perimeter of Company C, 1st Battalion, 6th Infantry (1/6 Infantry), as one of the systems being tested by the Network Integration Evaluation (NIE) exercise 13.1.

As the sun broke over the desert scrub brush at White Sands Missile Range, N.M., the 2nd Brigade Combat Team (BCT), 1st Armored Division, was sucking up its power—exploiting a supply line that delivers everywhere.



Above, SSG Michael Constantine from the 1st Battalion, 35th Armor (1/35 Armor) charges his Nett Warrior Handheld End User Device with a solar panel kit. The handheld device is the dismounted soldier's component of the Warfighter Information Network-Tactical (WIN-T) system, the primary system being evaluated by the NIE. Right, the smartphone-based device gives soldiers an array of information and communications capabilities in a small package.



SSG Michael Constantine from the 2nd BCT's 1st Battalion, 35th Armor (1/35 Armor), had laid out a mat of solar panels and was charging his tactical "smartphone," which isn't a phone in the conventional sense: You can't tweet, update Facebook or even make a call on it. It is, however, based on an off-the-shelf cell phone, and it can receive and transmit an array of tactical information over a secure communications network using the Rifleman Radio. Known as the Nett Warrior Handheld End User Device, it is the primary dismounted component of the Warfighter Information Network-Tactical (WIN-T), which is the backbone system currently being tested and developed by the Network Integration Evaluation (NIE) series.

SSG Constantine explained that the solar panel kit could recharge half of his platoon's Nett Warrior batteries to 100 percent strength in eight hours. The platoon also had a portable quiet generator about the size of a cinder block that could augment the platoon's



Solar panels power a perimeter security sensor component of the Combat Outpost Force Protection System (COFPS) under NIE assessment.

recharging needs during darkness under a power management evaluation conducted during the NIE.

Meanwhile, at another 2nd BCT unit, the 1st Battalion, 6th Infantry (1/6 Infantry), solar panels were recharging equipment to test perimeter security technology, known as the integrated base defense system, another NIE assessment area. Five systems were under formal testing during NIE 13.1, and 17 others were evaluated.

The 2nd BCT had deployed from its home base at Fort Bliss, Texas, rolling vehicles down the superhighway tank trail that connects the two posts and establishing positions at the south end of White Sands for the ramp-up period of NIE 13.1, which was conducted in November and December. (The numerical designation stands for the first of two NIEs that will be held during fiscal year [FY] 2013.)

The NIE series started in the summer of 2011, and 13.1 is the fourth evaluation to be held. NIE is akin in scale and development importance to the Task Force XXI Advanced Warfighter Experiment (AWE), which began at the National Training Center, Fort Irwin, Calif., in 1997 and was conducted by the 4th Infantry Division.

Infantrymen from 1/35 Armor file into position for tactical drills during the ramp-up phase of NIE 13.1 at White Sands Missile Range.





SSG Thomas Peterson from Company C, 1/6 Infantry, monitors feeds from the COFPS, nicknamed "Kraken"—a mythological sea creature—because the system integrates radar, surveillance cameras, unmanned sensors, gunshot detection and remote-controlled weapons.

AWE started the Army's digital revolution and put the systems in place that were invaluable for conducting combat operations in Afghanistan and Iraq after 9/11. Among the systems that AWE produced are the Force XXI Battle Command Brigade and Below command-and-control system and its vehicle-mounted variant known as the Blue Force Tracker, which are currently ubiquitous within the Army.

Aside from 15 years of general technology advancement, the simplified difference between the two evaluations is that the AWE employed a predetermined set of systems and used the evaluation to help work out the bugs, technically and doctrinally. NIE evaluates a wide range of technology available from government and civilian industry developers and tests selected systems on the basis of what they could do to expand





Above, the self-contained Tactical Communications Node (TCN) is the switchboard that provides tactical network communications at a battalion tactical operations center (TOC). Right, soldiers from 1/35 Armor train on dismounted movement to contact battle drills while wearing protective gear for the simulated munitions ammunition being used.



SFC Joshua Jones, Troop A, 1st Squadron, 1st Cavalry (A-1/1 Cavalry), communicates with his platoon's dismounted squads from his Stryker vehicle as the soldiers train at a White Sands Missile Range mock village during NIE 13.1.

Army and individual soldier capabilities, building capability sets as it goes, which incorporate further advancements. The test capability set and subsequent fielding set can change to some degree every six months with the findings from each NIE.

BG Randal Dragon, commanding general of the Brigade Modernization Command, explained, "Traditionally, we've determined that we need a capability based on a concept, then we develop, through a series of approaches, that capability into something that we can put in soldiers' hands. In many cases, there may be three to five years from the time that we come up with a concept until we produce something that we can offer soldiers. Then we'll



MATVs—mine resistant ambush protected all-terrain vehicles—from the 2nd BCT, 1st Armored Division, relocate to a new position at White Sands Missile Range. The lead MATV is an NIE command vehicle variant.

walk through the formal test and evaluation process, which may take another couple of years.

"What we've done [for NIE] is that we've gone back and taken a look at those concepts and looked for the high-requirement gaps that we have. We're currently working on the tactical network. We identified those gaps and then looked for viable solutions that were in the government system under development or that industry had a solution for, and then we put them immediately into the soldiers' hands out here in the field. What's different is that we've been able to compress the amount of time that it takes to bring a capability into the soldiers' hands, get their feedback, make adjustments and get that capability out to the Army."

He added, "What we've been able to do is move to a digital environment, extend the network down to the soldier level, and expand the number of command control nodes from eight under the legacy systems to a deployable set of 58 under the capability set 13."

NIE has delivered results and solutions quickly. After only about 18 months since NIE began, a capability set of about 15 separate components evaluated during the previous NIEs is now being fielded to the 3rd and 4th BCTs of the 10th Mountain Division.

As it stands now, eight more BCTs are scheduled to receive capability sets during FY 2013, and six more BCTs will receive the kit in FY 2014 while NIEs 14.1 and 14.2 concurrently incorporate the latest improvements into capability set 14 for continued fielding, ensuring backward compatibility.

The network is also being developed to ensure U.S. joint-service compatibility and compatibility with multinational military partners.

NIE-based development and fielding builds on the successful fielding concepts that provided soldiers with the necessary gear to fight in Iraq and Afghanistan, such as the Rapid Fielding Initiative (RFI). RFI identified available off-the-shelf solutions to meet soldiers' needs or those that could be quickly developed and delivered.

Meanwhile, NIE has saved money. Approximately $6 billion in savings has been documented as NIE has reengineered equipment that the Army was previously preparing to buy.





The Satellite Transmission Terminal (Plus) dish provides data transfer for the TCN system.





Clockwise from top left, the 2nd BCT staff works inside the brigade's TOC, monitoring WIN-T nodes. Platoon leader 1LT Jasper Lo, A-1/1 Cavalry, climbs stairs at a mock village in an urban terrain site at White Sands Missile Range during NIE key leader engagement training. SGT Brandon Bell, a 1/35 Armor squad leader, lays out sectors of fire to a soldier during NIE 13.1.





SPC Robert Byes launches a Raven unmanned aerial vehicle during NIE 13.1.

The NIE-developed capability core, WIN-T, furthers the concept of Mission Command called for by the Chairman of the Joint Chiefs of Staff GEN Martin E. Dempsey and is being doctrinally reinforced by the U.S. Army Training and Doctrine Command (TRADOC).

"Looking at the elements of Mission Command—and the key element of understanding the environment—we try to give commanders and leaders a wide array of tools to wrestle with a very complex environment and understand it. They are able to use some of these tools to help collaborate and share how they see that environment unfolding and then, as they're operating, to be able to describe that to their subordinates," BG Dragon explained. "Where they may have gone to chalk drawings on the side of a vehicle in the past, commanders now have some tools that allow them to describe that environment and then direct it. What we have tried to do here is develop a tool set that scales to the commanders: If they want to see the operational picture in a certain way, they can tailor it. They can do it



The commander's position in a MATV is crammed with equipment that allows full WIN-T communications capability, giving the commander the same Mission Command information picture that would be available in a TOC. The primary component is the Joint Battle Command Platform.



Scouts from Company C, 1/6 Infantry employed military motorcycles and light all-terrain vehicles during the evaluation exercise.

in a fixed facility, as we could in the past, or a mobile platform, where they can be anywhere, linked into that network and still be able to display that same level of Mission Command presence out into their force.

"Under NIE," he continued, "we focused first on the network and making sure that we understood the tool set, and that's where we are now. While we've been doing that, we've been working Mission Command applications, those things that interface and use the network. It is the commanders' interface with those Mission Command applications that allows us to see a little bit more about how we operate and how we want to operate in the future."

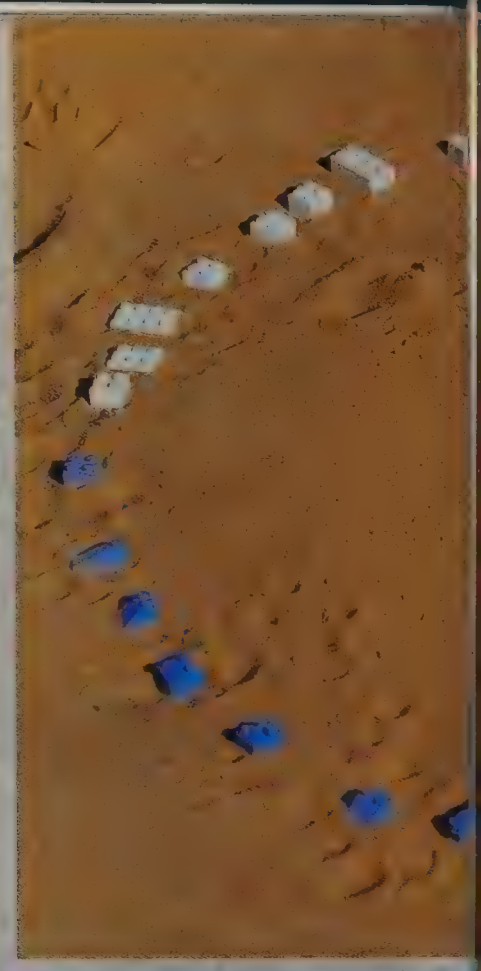
NIE capabilities have gone further, driving Mission Command capability down to the squad- and team-leader levels with the Nett Warrior system.

"Squad and team leaders operate pretty much as they did in World War II," BG Dragon said, "but we now are able to arm them with the ability to access information relatively rapidly from a remote location. They will be



SGT Antonio Perez (left) and SGT Andrew Koener check data on their Nett Warrior handheld end user devices.







Above, troopers from A-1/1 Cavalry conduct a dismounted training exercise at White Sands Missile Range. Right, a Paladin gun crew from Battery A, 4th Battalion, 27th Field Artillery—SGT Hector Verastegui, gun chief; SGT Shane Irvin, gunner; and SPC Ryan Sager, number one man—conduct a drill during NIE 13.1.

able to get things on the ground that they simply could see before. An important one is position location. With these systems, small-unit leaders will need to be able to focus less on where everyone is and focus more on what they need to do to change the environment in the direction that commanders want to change it, whether it's delivering indirect fires, negotiating with a key leader on the street corner or delivering relief supplies. The squad is a fundamental formation, and the ability to access a quantity of information, such as joint fires capabilities, at the ground level is unprecedented. We simply haven't had it before in the conventional forces."

The most valuable asset of the NIEs has been the degree of soldier evaluation that has been incorporated into the mix. Soldiers provide formal feedback on how well a system under evaluation performed, specifically related to how well it enabled them to do their mission. They note things that they would like to see changed or tweaked to make it perform better before the Army makes a decision on whether to push it out to the field in a capability set.

SSG Ryan McMillan and SSG Lanis Roberts from 1/6 Infantry are veterans of all four NIEs to date.

"I was surprised that the Army hadn't done this sooner





Left, Legos are used to depict positions during an NIE rock drill. Below, the TCN antenna can be lowered for travel, and the system can still function on the move.

—getting soldier and squad and team leader feedback," SSG McMillan said. "For example, the radios we were given initially were fundamentally good radios, but the engineers didn't know how we fight, and with our input they were able to fix them."

"We have a responsibility to give them the right input," SSG Roberts added. "Once we say that equipment is good, it had better be good."

"The NIE aspect of the NCO's job out here is to be a mediator between our higher headquarters and civilian engineers and the soldiers who work for us, making sure that the soldiers are able to articulate their findings," SSG McMillan added. "We can see immediate impact: The development time is shortened, and the equipment is designed for what the Army needs it to do."

CSM Andre Johnson of the 2nd BCT's 1st Squadron, 1st Cavalry, said, "The Army listens to us, and what we do during an NIE really matters. It's important for each of us because some other soldier doing your job is forward, and getting him the gear he needs is important. The NIE, however, should be transparent in what we do. We have to make sure that we're training for our combat mission along with the testing because we do more than test—we train, and this brigade probably spends more training time in the field than any other brigade in the Army."

COL Thomas Dorame, the 2nd BCT commander, said, "We are a BCT, not a test brigade, and at the core my job—like that of any other brigade commander—is to train and prepare my soldiers to do their jobs. The NIE is important enough to the U.S. Army that it pulls a brigade to do this mission, but my mission is to train and prepare a BCT. That said, however, the better my soldiers are trained, the better they can provide feedback.

"The brigade will have a lasting impact on the Army," COL Dorame continued. "I think the Army got it right when they put this equipment into the hands of soldiers. I am amazed at the investment that the Army has made to do that."

The Brigade Modernization Command (BMC) is an element of TRADOC's Army Capabilities Integration Center. BMC looks at capabilities requirements and matches them against NIE evaluating capabilities. It is one of four elements that support NIE.

Another is the formal testing conducted by the U.S. Army Test and Evaluation Command, which looks at programs of record. The third is the Army Acquisition Corps program manager activities connected with NIE, and the fourth is the 2nd BCT and its soldiers.

"BMC's role is to assist in the integration, to provide a scenario to match soldiers and systems to the scenario," BG Dragon said. "We then use our partners when it comes to a formal test or when we have specific programs to make sure the soldiers in the brigade combat team have a cohesive package to evaluate once they get to the field. It's all based on that relationship. Each of us has a role. It has evolved over time, and it continues to evolve."

"NIE brings the equipment developer, formal tester and capability developer into the mix, standing next to a soldier and an engineer," BG Dragon explained. "To have the power of those folks all standing on the ground at the same time is the major step forward." ★

Educating Officers For the 21st Century



U.S. Army

By COL Kevin C.M. Benson
U.S. Army retired

Given the evolution of our doctrine as the Army comes to grips with the range of lessons learned from more than a decade of warfare, we must determine just what we want our Command and General Staff College (CGSC)-educated general staff officers to know and carry back to an Army at war and preparing for war. This is more than just determining the amount of teaching hours distributed among the departments of the staff college. The fundamental issue is what knowledge, skills and attributes we believe our general staff officers must master. This is another of those

enduring challenges our Army always seems to face during interwar years. The challenge is educating general staff officers on how to turn doctrine into action. We maintain that our Army is a learning organization. Accepting this learning organization as an operating concept, we then must demonstrate how this concept manifests itself in curriculum development. This is not a new challenge.



Under Secretary of the Army Joseph W. Westphal addresses students at the Command and General Staff College (CGSC), Fort Leavenworth, Kan., in September about their critical role in the Army of the future and the importance of leader development.

U.S. Army/SSG Bernardo Fuller

In 1933 then-COL George C. Marshall wrote a letter to MG Stuart Heintzelman, then-commandant of the Command and General Staff College. Marshall's letter contained 17 criticisms of CGSC and its graduates based on his years at the Infantry School and work with a National Guard division. Marshall wrote that the methods of teaching at the Staff College had to be modified in order to avoid "the chaotic state of affairs in the first few months of a campaign with a major power." He also criticized the grading system that existed at the time: A system intended to provide rigor produced rigor mortis.

The marking and grading techniques were so meticulous, Marshall noted, that they caused instructors to develop problems from a viewpoint of exact grading rather than tactical problems that reflected the reality of the battlefield. The ripple effect of emphasizing grading over reality drove the instructors to focus on the tactical level with the result that graduates of the Staff College were unable to properly estimate a situation other than tactical. Marshall observed that topics such as mobilization, deployment and sustainment—subjects that were hard to grade—were neglected in favor of simpler, tactical-level instruction. Finally, the focus on the tactical coupled with the lack of troop duty at actual corps and Army level, in 1933, did not produce officers with the ability to understand the maneuver of large formations—in essence general staff officers.

Marshall did not send this note lightly. In the letter he noted that he'd written it several times. He wanted to take steps to point out that our education was not preparing officers for the actual conditions of war. Alarms, bad intelligence, too much intelligence, and pressure to take swift decisions and recognize that moving and sustaining large units in battle while linking tactical successes to higher headquarters objectives were difficult.

Almost 50 years later, then-CSA GEN Edward C. Meyer sent the Assistant Deputy Chief of Staff Operations, MG Guy S. Meloy, to Fort Leavenworth to determine if Marshall's criticisms were still valid. The result of this assessment was the Meloy Report of February 1982.

Meloy reported that Marshall's criticisms were still valid. Accompanied by four "troop-seasoned officers," he visited Fort Leavenworth, Kan., and the CGSC from January 17–21, 1982. He evaluated the curriculum and reported that the college was "teaching form more than substance" and that the diversity of the course material being presented allowed "little opportunity for much more than superficial treatment of any given subject (to include command, staff and tactics)." The focus of Meloy's assessment was summed up in two comments. Regarding the Staff College curriculum, Meloy wrote that "there is insufficient in-depth coverage of those subjects that contribute directly to killing Russians." One officer/student wrote, "There tends to be a dogmatic approach to tactics."

While we are no longer in the business of learning how to kill Russians, we are certainly still in the business of killing the enemies of the United States and winning our wars. Marshall's criticism that the opening campaign would be characterized by a cloud of uncertainties certainly brought back memories of the opening of the campaign in Iraq: traffic in and around An Nasiriyah, sandstorms, forward passages of lines, and so on. We all knew these things would happen, and we were still clouded by uncertainties, as Marshall put it.

Given that need, how does our CGSC curriculum address the honing of knowledge, skills and attributes needed to balance offense, defense, and either stability operations or civil support operations in the conduct of decisive action within unified land operations? It is time to reflect on the focus of our education and what Mission Command, decisive action, and design, to name a few, mean for our general staff officers. In short, it really is time for another "Meloy Report."

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In *Logic of Failure: Recognizing and Avoiding Error in Complex Situations*, Dietrich Dörner wrote that the best managers asked a lot of questions in the course of executing a program. We must educate our general staff officers on techniques to balance this quest for information with mission orders and Mission Command. There is a balance between enough questions for situational awareness and micromanagement. This as well is not a new challenge. In a 1986 talk with CGSC officer students, GEN Carl E. Vuono was asked about what was being done to simplify the decision-making process for platoon and company commanders. He said:

> First thing we're trying to do is to reduce the amount of information that the battalion, brigade, division, and corps commander think they need. … Because it's too much of what we want, not what we need. So the first thing we are trying to do is to ensure that only the critical items are asked for and are being dealt with. … [T]he more information the commander has, the more time he is trying to spend sorting through all of that and the less time that his subordinate leaders have to receive the intent, plan their operation, and so forth. So that's kind of a doctrinal fix that we're working at.

The question for general staffs and commanders is how to tell the difference between what is wanted and what is needed. Determining this balance has an effect on battlefield operations.

If, as it appears from reports out of Iraq and Afghanistan, the Army Regulation (AR) 15-6 investigation begins with the arrival of medevac helicopters, the staff and commander must figure out how this reality affects operating within the commander's intent and Mission Command. The company commander of the platoon that fought at Wanat, Afghanistan, according to the Army's history, spent most of his time before the fight testifying at an AR 15-6 hearing on an earlier battle. What is needed, what is wanted and what is truly important must be communicated in orders. Twenty-first-century general staff officers must know how to write orders that encourage acting within the commander's intent, while linking tactical success to attaining operational and strategic objectives.

The CGSC can do only so much; it must have Department of the Army backing for selection of faculty (qualifications, strengths, tour length/stability). The CGSC must also have a clear statement of the mission and purpose (why we are educating/training officers).

The present mission of the college hands the staff and faculty a broad charter that is promoting "mile-wide and inch-deep" instruction.

The CGSC could also do with some thought received from senior officers not on post at Fort Leavenworth about the statement of the mission and the scope of the purpose. The college faculty must balance between educating for the wars we are in and the fact that CGSC is the last time 90 percent of the officer corps will go to a formal professional military education school. The Department of the Army must have the courage to ensure that our best tacticians and logisticians come back to the schoolhouse to teach the future general staff officers and commanders.

At present our officer students do not have to stand up and be accountable for their comments on feedback forms. Our officers might not even be able to judge what they need until actually performing as general staff officers. This raises the question of how seriously the CGSC faculty should take these immediate student criticisms. The accompanying question is: How do we establish conditions for honest feedback *and* a mechanism to act on such feedback?

Apparently our personnel system and assignment officers are reverting to the Cold War, thinking that officers must have master's degrees to be competitive for promotion to lieutenant colonel. Thus our officer/students arrive at Leavenworth expecting there will be time to pursue a civilian university master's degree—time at the expense of learning about the complexity of 21st-century warfare. There is a great deal of reading to be done at the Staff College, and our officers should do it. All officers leaving CGSC must acquire an understanding of tactical operations that includes division and even corps operations, especially when every echelon of command apparently



U.S. Army

The CGSC consists of four schools.

Preparing for the Future

In preparing for the future, our college must bear in mind the following:

- **The campaign in Iraq is over.**
- **Our involvement in Afghanistan will end in 2014.**
- **The Army Capstone Concept and Army Operating Concept are under review, and Doctrine 2015 is a fact.**
- **It is time to reexamine Marshall's 17 criticisms of the 1933 CGSC curriculum and Meloy's 1982 findings. Then ...**
- **Ask if Army officer professional military education in toto is really preparing the officers we need for 21st-century campaigns and major operations and ...**
- **Act on what we find.**
- **What is next?**

"campaigns." This becomes even more difficult when our personnel system stresses the need for a master's degree and does not recognize the need to study the art and science of war.

It is easy to bash the college, but what we should ask is: What do we need from the Army War College, CGSC and, indeed, officer professional military education in the 21st century? What are we teaching and where are we teaching it? For example, how does what we teach in the current curricula relate to designing and planning campaigns and major operations in the 21st century? Do brigades campaign? The definition of *campaign* is a series of related major operations aimed at achieving strategic or operational objectives within a given space and time. Doctrine implies that the operational art is no longer solely resident at an echelon of command. Our corps are now focused on the joint task force (JTF) level. Thus the CGSC curriculum must educate majors to be JTF-level staff officers as well as educate majors on division-level tactics, ensuring tactical actions are linked to attaining operational and strategic objectives. The CGSC faculty must understand the link between unified action and unified land operations, how to war-game offense-defense-stability operations, where the tactics of stability operations are spelled out, and how we conduct decisive action in the homeland.

We must also bear in mind that, given the scope of existing change and potential changes to curricula, there must be time programmed for faculty education. Leavenworth lore has it that just when the CGSC faculty was hitting its stride in teaching active defense doctrine from the 1976 edition of FM 100-5 *Operations*, the 1982 edition of FM 100-5 introduced AirLand Battle. Occasional faculty development lectures will not address the depth of understanding needed to convey the "how to" of Mission Command let alone the art of command and the science of control. Change happens, but it does not happen overnight. We must have time to teach the teachers.

Our concept and doctrine development is struggling to define what our operations will consist of in a complex future. Our officer education programs must lead this effort. It is a difficult challenge as we must ensure a wide degree of understanding of our doctrine among our officer corps. Concepts are our expressions of how we wish to fight in the future and will serve to drive our requests of science and technology within the acquisition field. Doctrine tells us how we will fight today with what we have in the motor pool right now. Whatever we call our doctrine and our concepts, Army operations must be a combination of offense, defense, and stability or civil support operations conducted simultaneously as a part of an interdependent joint force to seize, retain and exploit the initiative, accepting prudent risk to create opportunities for decisive results. Army forces employ synchronized action—lethal and nonlethal—proportional to the mission and informed by a thorough understanding of all variables of the operational environment. How we prepare for the future is important, indeed vital.

Since it appears that we may once again face an interwar period, we must determine which of Marshall's criticisms remain valid for 21st-century decisive action. Furthermore, it would be useful to determine which of Meloy's findings are still relevant. These determinations will help us decide whether to throw our curricula out and start over or resolve to refocus our educational efforts in existing schools. Sir Michael Howard's observation on the value of doctrine being written in the mid-20th century remains relevant today. Howard cautioned that although the doctrine is certainly wrong, the challenge is to be not too badly wrong.

It is time for another Meloy Report. We must take the time for a thorough review of our curricula. The review must include input from division, corps and JTF commanders. We must determine what a general staff officer needs to know to plan and execute 21st-century operations in accord with our doctrine of Mission Command and ever-better information systems that enhance situational understanding and the ability to command, to name a few. We must still sequence and sustain battles and major operations, linking tactical and operational success to attaining strategic and policy goals.

GEN Peter J. Schoomaker, former Army Chief of Staff, said that while courage is vital at the tactical level, it is also a requirement at the operational and strategic level. The graduates of our professional military schools must be able to render politically aware military advice; the starting point of getting to that goal is in a review of what we want professional military education to present and then acting on it. ★

Army Outlines Ground

By Scott R. Gourley

U.S. Army representatives used the venue of the 2012 AUSA Annual Meeting and Exposition to outline a wide range of fielding, modernization and sustainment activities for its fleet of manned and unmanned ground combat systems.

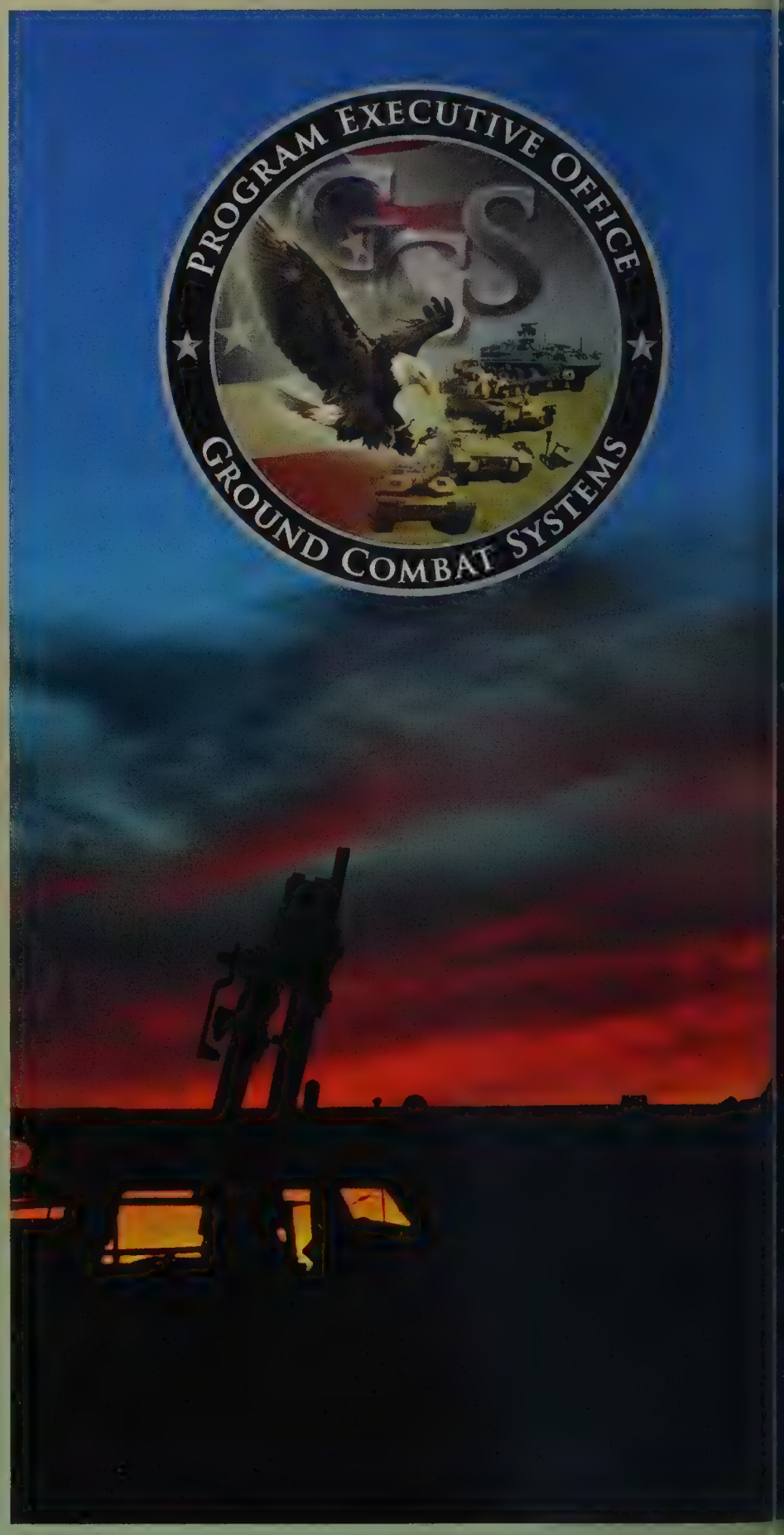
Scott Davis, U.S. Army Program Executive Officer for Ground Combat Systems (GCS), says the Program Executive Office (PEO) is currently looking across the entire portfolio of ground combat systems in an effort to use common processes and identify areas of innovation with which the Army can derive financial savings.

"To that end, since I've come on the job we've spent a lot of time and energy developing some portfolio analysis tools," Davis explained. "One tool in particular allows us to look at the entire combat vehicle portfolio by mission role rather than by platform. Historically, people talked about Bradley or Abrams or MRAP platforms, but this tool allows us to look at [them in terms of] mission role requirements—like mortar carriers or infantry vehicles or howitzers or medical evacuation vehicles—along with all of the systems either in this portfolio or outside this portfolio that could satisfy those mission roles. As part of that, we are able to look at the capabilities of each of these candidate systems that could fill those mission roles as well as their relative cost—development costs, production costs, or sustainment costs. Then, within the portfolio and within a fixed amount of money, we can make recommendations to Army leadership as to which platforms are best suited for which mission roles; not only platform to platform but also at levels of modernization for each of the platforms.

"The power of the portfolio analysis tool has allowed us to react very quickly," he added. "So now, if the Army has adjustments to its resources, we can build the resource limitation into the model, rerun it, and then come back to Army leadership and say, 'With this new set of numbers, here is how we would reprioritize where we are going with our modernization efforts.' So it's a pretty powerful tool. We are still getting it 'in the fore' with the planning, but we did use it to a great extent to help in the last POM [program objective memorandum] for this portfolio."

He pointed to other PEO GCS efforts to monitor and address the overall health of the industrial base down through second-, third- and lower-tier suppliers.

"We're paying very special attention to those elements of the supply base to make sure that we protect the ability to deploy and support our forces going forward, regardless of what happens with some of the budget pressures that we are going to face," he said.



Heavy Brigade Combat Team

Within the PEO GCS organization, COL Bill Sheehy, project manager, Heavy Brigade Combat Team (HBCT), offered the HBCT platform portfolio as a representative example of stated service leadership priorities to modernize and prepare for the next fight.

Combat Systems Future



U.S. Army/SPC Ryan Hallock

Referring to the presentation by the Army's Vice Chief of Staff earlier at the AUSA Annual Meeting, Sheehy noted, "He wants incremental improvements to what we have today already, and I will tell you that is what the Army is doing with the HBCT. It has funded those efforts to incrementally improve the HBCT, and part of that is in preparation for the next fight. His number one priority within that [modernization effort] is the network, and we have worked to ensure that we can host the network on our platforms in the HBCT."

Noting engineering change proposals (ECPs) for the Army's Abrams and Bradley vehicles, he added, "Those



U.S. Army

Right, preparations are under way to begin limited user testing of the PIM (Paladin Integrated Management) self-propelled howitzer at Yuma Proving Ground, Ariz. Below, the Armored Multi-Purpose Vehicle (AMPV) will replace the aging M113 Family of Vehicles for five mission roles—general purpose, mortar carrier, Mission Command, medical evacuation and medical treatment.



BAE Systems

contracts have been awarded to our OEMs [original equipment manufacturers]—General Dynamics Land Systems and BAE Systems—and the intent, the scope, and the purpose of those ECPs is to host the network onboard our combat platforms. All the work being done is based around the ability to host those networks: whether there is power, whether there is space, and so on.

"Along the same lines of incremental improvements to the howitzer program, Paladin PIM [Paladin Integrated Management] is preparing to start limited user testing [LUT] at Yuma Proving Ground [Ariz.]," he continued. "The LUT brings soldiers onboard to run through some missions.

"The primary focus of the PIM program is automotive in nature," he said. "It improves the power and other systems onboard like the rammer, but we have retained the same cannon and fire control systems. So we are bringing the system forward through reliability of the automotive elements, but we have retained the lethality of our current cannon system."

The final element of HBCT fleet improvement involves replacement of the current M113 series of vehicles with a new Armored Multi-Purpose Vehicle (AMPV) program.

Sheehy said that a defense acquisition board (DAB) is currently scheduled for AMPV in the January 2013 time frame, with successful DAB results paving the way to identify a milestone entry point for AMPV and allow release of a request for proposals to industry.

"As you look across the formation you see improvements going on across the board to keep the HBCT relevant and continuing to maintain the combat overmatch that it enjoys now," he summarized. "When the Vice Chief of Staff speaks to modernization and the network you can trace that to dollars and efforts going on within the HBCT to support that prioritization."

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.



BAE Systems

The new ground combat vehicle currently being developed is the next-generation infantry fighting vehicle (IFV) and will replace the IFV configurations of the Bradley. Technology phase contractors are providing different design approaches and are executing on plan.

Ground Combat Vehicle

In addition to modernization of current fleet platforms, PEO GCS encompasses the new acquisition of the ground combat vehicle (GCV), the next-generation infantry fighting vehicle (IFV) that will replace the IFV configurations of the Bradley.

According to COL Andrew DiMarco, project manager, GCV, the program is currently executing across "three prongs" directed by the August 2011 acquisition decision memorandum (ADM). Those prongs called for a technology development (TD) phase competition, a simultaneous examination of nondevelopmental vehicle options, and update to the base analysis of alternatives (AoA) for GCV that supported Milestone A (entry into TD phase).

Noting that the 2012 AUSA Annual Meeting fell "about the halfway point" on the GCV technology development phase, DiMarco said, "The competition with our two primes—BAE Systems and General Dynamics Land Systems—continues to go well. They are executing according to their plans and according to the schedule that I have.

"The second prong is our look at nondevelopmental vehicles. We are about to bring that to conclusion with a final report—being drafted now [late October 2012] and being prepared for review before it is ultimately provided to the Army and the OSD [Office of the Secretary of Defense]—on what we saw both operationally and effectively," he said.

He added that the AoA update was nearing completion with the plan to finish the analytical work in 2012 and provide the initial draft report to support the capability production document and Joint Requirements Oversight Council processes.

Current plans project a Milestone B decision in the December 2013 time frame.

DiMarco emphasized the importance of program competition, acknowledging that the TD contractors are not only executing on plan but also providing two different design approaches that are allowing the Army to develop greater understanding of capabilities and possibilities.

"In addition, one of the [important] things about the three-prong approach is continuing to assess that balance in our requirements, the cost/affordability and technical maturity," he said.

Stryker Brigade Combat Team

Ongoing activities within the Stryker family of vehicles include production, fielding and modernization efforts.

"On production we are building brand new double V-hulls through December [2012], and we are fielding those as soon as we release them," said David Dopp, project manager, Stryker Brigade Combat Team. "We have started building the exchange vehicles as well.

"You really can't tell much difference between an exchange vehicle and a brand new vehicle," Dopp explained. *[NOTE: The first exchange vehicle was on exhibit during the AUSA Annual Meeting in the General Dynamics Land Systems exhibit.]* "It involves taking some of the components of some of the older flat-bottom vehicles—usable components that we can re-use—and integrating them onto a brand new double-V structure. We have built only one so far, but we think as we prove that process out we can reduce the cost in comparison to a brand new vehicle by 30–40 percent. There are some process issues we have to work, but we think it's a good thing, and we have approval to build 47 exchange vehicles that we will take deliveries on between January and April 2013.

"Then right after that we start our last run of flat-bottom vehicles: the NBCRV [Nuclear, Biological and Chemical Reconnaissance Vehicle]. It's one of our most complex and expensive systems, which is one of the reasons we are just finishing that build and buy now. We are currently planning to build 100 of those stretching out into fiscal year 2014," he said.

Emphasizing that those figures reflect all currently known production, Dopp acknowledged that there have been "some discussions about a third brigade" of double V-hull vehicles, "but that's all an Army requirement issue and a funding issue."



The first vehicle in the Stryker Double V-hull (DVH) exchange program was completed in October. The DVH replaces the flat-bottom hulls of Stryker vehicles with a slanted double V shape that deflects roadside bombs better than the flat-bottom iteration.

General Dynamics

Turning toward Stryker ECP modernization, Dopp said, "Stryker was an interim vehicle, but as COL Sheehy said, it's all about being compatible with the network. So that's the [essential] driver of the ECP program: to make sure we can integrate the future force network."

He added that current Stryker ECP planning efforts involve "looking across both flat-bottoms and double Vs and seeing which ECPs apply to which vehicle based on limited funding."

Robotic Systems

Along with the manned combat platforms, the GCS portfolio planning also involves an array of unmanned vehicle platforms.

"In the last 10 years of the fight we have been in, robots have proven themselves to be very useful and very capable," said Lt. Col. Ben Stinson, U.S. Marine Corps, project manager for the Robotic Systems Joint Project Office (RS JPO). "We have lost approximately 800 robots since 2005 as combat casualties, and I like to equate that to 800 soldiers, sailors, airmen and marines whose lives or limbs have been saved through the use of a robot.

In addition to its manned ground combat systems, the Army uses a variety of unmanned systems, such as the Talon robot, which has saved soldiers' lives performing explosive ordnance disposal missions in Afghanistan.



U.S. Army

"When we procured these robots—some 7,000 of them now over the last 10 years with almost 4,000 of them in the fight right now—we did it via the urgent universal need statement and joint urgent operational needs method," he said. "Now there are a lot of robots out there with a lot of different controllers, parts and chassis. So our challenge in the next couple years is going to be to sustain what's out there, use that investment to bridge the gap until we get robot programs of record through the services, and make them more common and interoperable."

Referring to a consortium created between RS JPO and industry, Stinson credited the effort with the creation of an interoperability profile. Stinson's office has already released Version 0.0 of the profile with plans to release a Version 1.0 update this month.

"We also work with industry and our labs with their science and technology efforts to shape what industry is working on for us in the robot community with a road map," he continued. "That road map is designed to help industry understand where the near-term, mid-term and far-term technology areas are for inclusion in robots.

"Because we have purchased so many robots, and as we go into a period of fiscal austerity, we are going to have to figure out which ones we will keep and sustain to bridge the gap that I mentioned," he said. "The other robots we are going to have to divest smartly. We are going to transition those to other services if they want them, then to other government agencies, and finally down to state and local law enforcement or other agencies and institutions of higher learning.

"That is the Army's plan and the Marine Corps' plan as well to take care of robots as we go into the future," he concluded. "As we align our programs, we are working right now with all the services to come together with a strategy that will allow us to get economies of scale and to create more of the interoperability that we need to share robots across the services." ★

Strength for the Future:



Photographs provided by the author

The North Texas Chapter AUSA Leadership Program

By COL John Antal
U.S. Army retired

Reserve Officers' Training Corps (ROTC) cadets from Texas gather around a Parrot Gun near the Stockade Redan at the Vicksburg National Military Park in Mississippi. The cadets participated in a three-day leadership development battlefield staff ride led by AUSA's North Texas Chapter.

In Dallas, Texas, the North Texas Chapter (NTC) of AUSA is leading a charge to help inspire, coach, teach and mentor the future leaders of our Army. In 2011, the NTC decided to create a leadership program focused on college Reserve Officers' Training Corps (ROTC) cadets in the North Texas area. The philosophy behind this program is that good leaders are made, not born; thus leadership is the art of influence. It is a sacred trust, an intangible quality that provides purpose, direction and motivation to get people to act together to accomplish a goal. You can rise to the level of



North Texas Chapter President COL J.P. Hogan, USA Ret., fields a question from a cadet following the 1989 movie "Glory" during a Leadership and a Movie event, which involves a meal, movie briefing, viewing of the film and discussion. The program is fully funded by the North Texas Chapter and is supported by private donations.

your leadership, raise your "leadership quotient" and improve across the entire spectrum of life. The NTC leadership program provides opportunities for local individual ROTC cadets and members of the local North Texas community to do just that by participating in "Leadership and a Movie" events and Leadership Development Battlefield Staff Rides.

Leadership and a Movie

The concept behind the Leadership and a Movie program is to use powerful and relevant films to generate a discussion about leadership that is both exciting and motivating.

The dramatic examples of leadership shown in the films are used to discuss how to improve the participants' understanding of leadership and raise their individual leadership quotient.

The process for Leadership and a Movie is simple and something any AUSA chapter can undertake. NTC's Leadership and a Movie events are held four times a year. Dinner is provided by the NTC for all participants. (Fundraising helps defer the cost to the NTC, and private donations have kept these events in the black.) Before the film, the context and setting are explained in a short briefing. Next, a panel of experienced business, community, government and military veterans from the area highlight lessons to look for during the film. After the film, the leadership panel reconvenes to discuss these lessons in greater detail, tell personal stories of leadership in business, government or the military, and answer questions from the audience.

NTC has funded and conducted five Leadership and a Movie experiences in the past 14 months, screening the movies "The Crossing" (George Washington at the Battle of Trenton in 1776), "Battle: Los Angeles" (marines, soldiers and airmen fight an alien invasion), "The Alamo" (the 2004 version of the heroic struggle for Texas' independence), "Centurion" (a dramatic story of a centurion in the Roman Legions in Britannia in the 1st century A.D.), and "Glory" (the story of the 54th Massachusetts Volunteer Infantry Regiment during the American Civil War). Each movie was selected for its leadership lessons, entertainment value and the likelihood of engaging the audience in a leadership discussion. The question-and-answer segment of the program emphasizes the lessons learned and has generated some powerful discussions about leadership as participants assimilate leadership lessons to help raise their leadership quotient.

The latest Leadership and a Movie experience involved discussing the leadership lessons learned from the movie "Glory." The film was based on the true story of the heroic 54th Massachusetts Volunteer Infantry Regiment—one of the first official African-American units in the United States during the Civil War—which was decimated as it spearheaded the assault on Fort Wagner near Charleston, S.C., in July 1863. The story is told from the point of view of COL Robert Gould Shaw, the commanding officer of the 54th, and the leadership lessons gleaned from the movie kept the audience in conversation for an hour after the showing. This film helped the cadets better understand the leadership, tactics and challenges of military operations in the Civil War and prepared them for the next stage of the NTC leadership program—a battlefield staff ride to Vicksburg, Miss.

NTC Battlefield Staff Rides

The NTC Battlefield Staff Ride program takes a group of leadership students (ROTC or corporate groups) to a historic battlefield under the mentorship of a team of expert leaders. This program involves active participation by every member of the staff ride. Individuals study the battle and learn about the leadership of the commanders and their decisions and actions during the fight. The program, which uses actual battlefield events to underscore leadership lessons, provides a dramatic "leadership laboratory" to discover history, military decision-making and leadership lessons while walking the ground where the battle actually occurred.

***COL John Antal**, USA Ret., is a business leader and the director of Leadership Programs for the North Texas Chapter of AUSA. He is the author of 12 books on military history and leadership, and a frequent contributor to film and documentaries on the History Channel.*

To put theory into practice for the September 2012 Battlefield Staff Ride, we took the cadets to Vicksburg, Miss., to experience a three-day staff ride on the battlefield, where in 1863, GEN U.S. Grant defeated the Confederate Army under LTG John C. Pemberton. The Battle of Vicksburg was a vital campaign that consisted of multiple battles of maneuver, culminating in a 47-day siege that was one of the turning points of the Civil War.

The Vicksburg campaign offers a treasure trove of leadership, strategy, and operational and tactical lessons learned, but our focus was on the Union's assaults on the Stockade Redan and the Railroad Redoubt in May 1863. These fights took place over very small areas and provide a unique opportunity for cadets to easily visualize the battle.

Before departing for Vicksburg, the NTC leadership team met with the participants from both colleges. During a two-hour session, the leadership team discussed the history of the battle and the significance of the engagements. Then, to bring immediate relevance to the effort, the cadets participated in a constructive simulation employing a tactical decision game (TDG) involving the Stockade Redan terrain, but with a twist: They led modern infantry squads against defenders with modern weapons. Cadets prepared courses of action (COA) for either the red defending force or the blue attacking force. After being given 15 minutes to prepare their courses of action, the cadets paired off, red against blue. They compared the two plans and debated the merits of the opposing COAs. Only one winner was chosen, and the winner was determined by the merit of the plan. There was a lively discussion and lots of learning during the TDG exercise, which set the stage for the upcoming battlefield staff ride.

Several days later, the cadets moved from the Dallas-Fort Worth area to Vicksburg in a convoy of 10-passenger ROTC vans. Lodging was secured at a local Mississippi Army National Guard Armory, where the cadets and leadership team camped out on cots.

The first day involved movement to Vicksburg, a visit to the Vicksburg National Military Park and a tour of the museum. The cadets learned about weapons, equipment, logistics, intelligence, unit morale, commanders' intent and more. The cadets then returned to the armory for a hot meal and executed a series of small-group briefings on significant subjects relating to the battle, including command and control, weapons, tactics, logistics and significant battles preceding the May 22, 1863, assault. These presentations were then evaluated for style and content, offering an opportunity for cadets to learn and improve their briefing techniques.

The next day, the cadets walked the battlefield. Getting a better appreciation for the terrain was an eye-opener for everyone, and running the open ground down Graveyard Road, from the Union lines to the Confederate defenses at the Stockade Redan, brought the courage and heroism of the Union attackers to heart.

Following the battlefield study, the cadets were divided into small groups and required to plan, prepare and debate their own attack or defense of the ground they had just walked. After an hour of developing their tactical plans, each team was paired off against an opposing team and argued the merits of their COA against the opposing team's COA, just as they had done for the TDG days before. Only one winner for each pairing was permitted, and the two teams had to agree on the winner—no easy task! This was a learning process at its best. When the opposing teams could not agree, the NTC leadership team umpired the decision, but this was rare. The learning during this exercise for the cadets was exponential and the highlight of the staff ride experience.

With daylight fading on the second day of the battlefield staff ride, we returned to the armory for another hot meal



COL John Antal, USA Ret., leads cadets from Texas Christian University and the University of North Texas on a run to reenact the May 22, 1863, assault of the Confederate defenses at the Stockade Redan by a volunteer force from the Union Army. It remained in Confederate hands until the surrender of Vicksburg on July 4.



A flag left by a Texas ROTC cadet marks the overgrown grave of a Union soldier at the Vicksburg National Cemetery. The 116-acre burial ground holds the remains of 17,000 Union soldiers, more than any other national cemetery. The leadership program team (below from left to right): COL J.P. Hogan, USA Ret.; the author; LTC Christopher Talcott and CPT Simon Flake.



and an evening of leadership discussions. In the armory's classroom, each cadet was required to develop a personal definition of leadership, reinforced by the lessons learned from the battlefield staff ride, and then articulate that definition to the group.

The final day involved a tour of the USS *Cairo*, a Union ironclad river gunboat that was sunk by a Confederate underwater mine on December 12, 1862. This ironclad, which was a new weapon of war in 1862, reinforced the role of technology in military operations. The cadets then visited the Vicksburg National Military Cemetery. At the cemetery, each cadet placed a small American flag on the grave of a fallen soldier to honor the ultimate sacrifice these soldiers made to win the Vicksburg Campaign and secure the Union.

Making it Happen

AUSA chapters that are not located near major Army installations have often struggled to define their purpose. Members need commitment to programs that keep them engaged. In the North Texas Chapter, we see this challenge as an opportunity and have embraced Leadership and a Movie events and Battlefield Staff Rides as the centerpiece of a robust leadership program. In addition, the NTC's practiced and ready leadership team is prepared to conduct corporate battlefield staff rides to almost any historic battlefield in the world to raise funding for the leadership program.

As the Army faces budget challenges in the years ahead, local AUSA chapters can make a difference by getting involved and forming local leadership programs by working with local ROTC programs. Creating local leadership programs takes time, energy and lots of effort, but it provides a powerful and rewarding means to demonstrate the relevance of AUSA to a new generation of Army leaders.

The North Texas Chapter AUSA Leadership Program is only 14 months old, but it is gaining momentum. After five Leadership and a Movie events and two Battlefield Staff Rides (one to San Jacinto, Texas, in March 2012 and a second to Vicksburg in September 2012) we are learning valuable lessons on how to execute a leadership program with local ROTC organizations. Each subsequent event improves from these lessons learned. The U.S. Army Cadet Command's regional leadership has voiced their appreciation of the NTC's efforts, and we are expanding our program to involve additional college campuses. We believe that leadership provides the strength for the future of our Army, and the North Texas Chapter AUSA is committed to doing its part. We are still Army strong and making it happen.

For more information regarding the leadership program visit www.facebook.com/NorthTexasAUSA. ★

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Historically Speaking

Murfreesboro at 150

By BG John S. Brown
U.S. Army retired





January 3 marks the 150th anniversary of Confederate GEN Braxton Bragg's withdrawal from Murfreesboro, Tenn., which in turn marked the end of the sweeping Stones River Campaign. The campaign covered hundreds of miles through Mississippi, Alabama, Georgia, Tennessee and Kentucky, and amply demonstrated the impact of railroads upon the operational art. The battle was a hard-fought slugfest stretching across four days, featuring demonstrable competence and courage on both sides.

Photographs by Dennis Steele



Wrecked artillery pieces at the Stones River National Battlefield, Murfreesboro, Tenn., represent Union weapons lost in the fight to check the Confederate advance.

In the April 2012 issue of ARMY we left Union MG Ulysses S. Grant dominant on the battlefield at Shiloh, having convincingly won the second day after being worsted on the first. An inexorable Union advance about 20 miles south to Corinth, Miss., followed. This cut the critical rail line running from Memphis, Tenn., to Richmond, Va.—the only physically continuous rail line across the Confederacy from the Mississippi River to the East Coast. An alternate route from Vicksburg, Miss., through Atlanta to Charleston existed, but this required an intermodal stretch of about 50 miles on the Alabama River between Selma and Montgomery. To make matters worse for the Confederacy, Union forces soon spread out to seize Memphis and Grand Junction, Tenn.; and Tuscumbia, Decatur and Huntsville, Ala. This secured the rail line over a 200-mile stretch rather than at a single point.

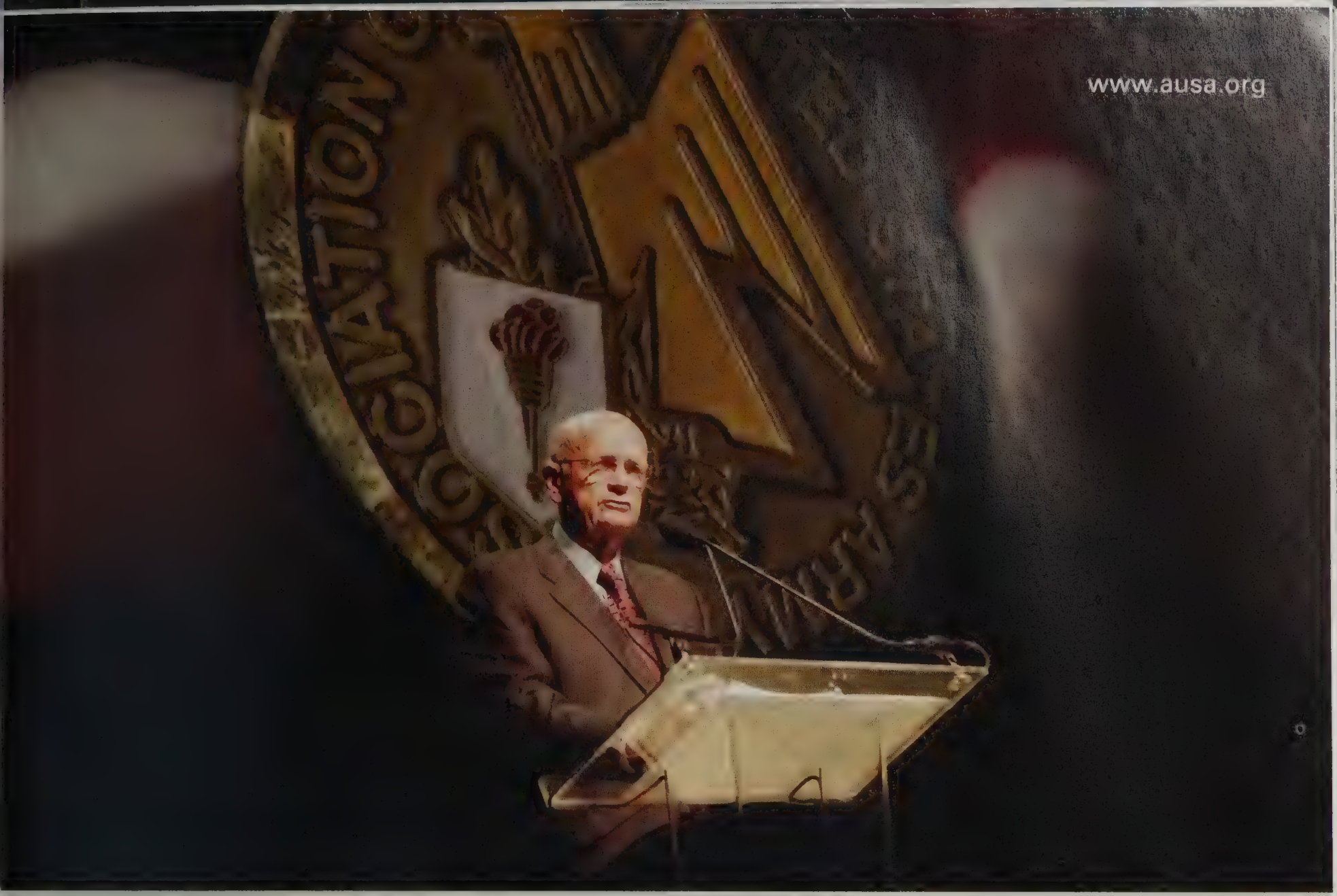
The new Confederate commander in the theater, GEN Braxton Bragg, decided against an advance north from Tupelo, Miss., to regain Corinth. This would have required a virtual frontal assault against the ever-formidable Grant and would have presented a flank to the Union-dominated and readily navigable Mississippi River from Memphis north. Bragg elected to try his luck against Grant's counterpart in eastern Tennessee and Kentucky, MG Don Carlos Buell. In a daring strategic maneuver, Bragg left a covering force to face Grant and sped the bulk of his army 700 miles—by rail to Mobile, Ala.; by boat across Mobile Bay; and by rail again through Montgomery and Atlanta to Chattanooga. This turned the left flank of the Union cordon along the Tennessee border and put Bragg in position to cooperate with MG Edmund Kirby Smith and the Confederate Army of East Tennessee.

Bragg and Smith swept through eastern Tennessee into eastern Kentucky. Bragg occupied Munfordville and cut Buell's rail line of communications to Louisville. Smith won a lopsided battle at Richmond and occupied Lexington, Frankfort and Harrodsburg. Outmaneuvered, Buell backtracked across Kentucky with his considerably more numerous forces to evict Bragg from his supply lines. After a confused battle at Perryville on October 8, Bragg and Smith withdrew to Harrodsburg. Here Buell declined to attack them. This and subsequent indications that the outnumbered Bragg had achieved moral dominance got Buell relieved, replaced by MG William S. Rosecrans. Meanwhile Bragg had executed another daring rail-assisted deployment, ending up at Murfreesboro and threatening the vital Union base at Nashville. One Confederate campaign aspiration did not pan out, in that the young men of eastern Tennessee and Kentucky did not flock to the Confederate colors when Bragg's and Smith's intrusion offered them the opportunity to do so.

Rosecrans massed at Nashville and marched on Murfreesboro. His advance moved slowly in the face of superb delaying actions by Confederate cavalrymen. Throughout the campaign, Confederate cavalrymen led by Generals Nathan Bedford Forrest, John Hunt Morgan, John A. Wharton and Joseph Wheeler bedeviled Union communications, threat-

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***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. He has a doctorate in history from Indiana University. His book,* Kevlar Legions: The Transformation of the U.S. Army, 1989–2005, *was published in 2011.*



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Gravestones flank the Hazen Brigade Monument at the Stones River National Battlefield. It is one of the oldest Civil War monuments, erected on the battlefield in 1863. Union soldiers from the 9th Indiana Regiment built it from Tennessee limestone to commemorate the battle and losses from their brigade, commanded by COL William B. Hazen. Fifty-five soldiers from the brigade who were killed during the battle are buried in graves around the monument.

ened flanks, gathered intelligence and imposed delays on more ponderous Union forces less well served by their mounted arm. Rosecrans finally closed on Murfreesboro on December 30, finding Bragg deployed on both sides of Stones River—not a major obstacle at the time. Bragg resolved to turn the Union right flank and pin Rosecrans against the river from the south. Rosecrans resolved to turn the Confederate right flank and pin Bragg against the river from the north. Their plans were mirror images in a revolving-door sort of way.

Bragg struck first, at 0600 on December 31, and quickly forced back the Union outposts. The Confederate attack met tough resistance but nevertheless lapped around the Union flank. Meanwhile Confederate cavalry raised alarm in the Union rear, forcing pitched battles for ammunition trains and drawing off improvised relief efforts to secure them. Rosecrans called off his own flank attack and fed the forces he had envisioned for it back into his own main line of resistance. The embattled Confederate and Union lines pivoted by stages through 90 degrees. By noon Rosecrans had his back against Stones River, as Bragg had foreseen. The Union troops had retired in good order, however, and maintained their lines intact. Repeated Confederate assaults were bloodily repulsed. Union cavalry reinforcements arrived and achieved an indecisive balance that at least secured the Union rear. Nightfall brought stalemate.

Rosecrans convened a council of war, and the assembled commanders resolved to hold fast. This may explain Rosecrans' otherwise indecipherable post-battle exclamation: "Bragg's a good dog, but Hold Fast's a better." On January 1, the Confederates conducted a few minor attacks, with no success. On January 2, they attempted an assault along the east bank of Stones River, only to be mauled in the flank by Union artillery firing across the river. A Union counterattack forced the Confederates back to their starting positions. On January 3, two brigades in the Union center drove the Confederates back from hastily entrenched positions confronting them. Since December 31, Rosecrans had suffered somewhat more and Bragg somewhat less than 12,000 casualties. Bragg could not afford losses on this scale. Covered by his cavalry, on January 3 he skillfully withdrew.

Bragg's campaign in Tennessee and Kentucky marked the high tide of the Confederacy in the West. It demonstrated considerable strategic sophistication, exploiting rail lines, cavalry forays, infantry marching power and operational acumen with appreciable success. It fell short at the tactical level, suffering irrecoverable reverses at Perryville and Murfreesboro. Both sides fought well at Murfreesboro, keeping their troops well in hand and displaying little of the confusion and rank amateurism of earlier battles. Major formations held together, performed well and gave as well as they got. Unfortunately for Bragg, Union losses were replaceable, whereas those of the Confederates were not. ★

Recommended Reading:

Connelly, Thomas L., *Army of the Heartland: The Army of Tennessee, 1861–1862* (Baton Rouge: Louisiana State University Press, 2001)

Cozzens, Peter, *No Better Place to Die: The Battle of Stones River* (Urbana: University of Illinois Press, 1991)

Esposito, Vincent J., *The West Point Atlas of American Wars, Volume I: 1689–1900* (New York: Frederick A. Praeger, 1959)

Foote, Shelby, *The Civil War, A Narrative, Vol. I: Fort Sumter to Perryville* (New York: Random House, 1958)

McPherson, James M., *Battle Cry of Freedom: The Civil War Era* (New York: Oxford University Press, 1988)

CompanyCommand

Building Combat-Ready Teams

To: Company Commanders
From: Company Commanders

Mission Command at the Company Level

In his *Mission Command* white paper published in April 2012, Chairman of the Joint Chiefs of Staff GEN Martin E. Dempsey envisions future combat and states, "Decentralization will occur beyond current comfort levels and habits of practice." He is telling us that we *will* operate decentralized in future combat and that if we don't prepare now to operate that way, we are not going to be ready. He places the responsibility squarely on our shoulders and states, "Resident in the central figure of the commander, the ethos of Mission Command is a critical enabler of success."

We asked company commanders in the CC forum if they agree with GEN Dempsey and, if so, what they are doing about it in their respective units. Members of the CC forum have engaged in an energetic conversation on this topic. Listen in as these leaders discuss what Mission Command means and how they train its principles at the company level.

Mission Command in Our Past

"I do not propose to lay down for you a plan of campaign, but simply to lay down the work it is desirable to have done, and leave you free to execute it in your own way. Submit to me, however, as early as you can, your plan of operations."
—General of the Army Ulysses S. Grant, April 4, 1864, in a letter to MG William Tecumseh Sherman before the 1864 campaign

Kevin Schrock

73rd Engineer Company, 1/25 SBCT

I agree with GEN Dempsey that to succeed against a decentralized threat we have to operate decentralized. It boils down to giving lower-echelon units authority and responsibility that has until now been held by higher levels of command. It's a cultural change, but one that has already started. As a Stryker engineer company commander, I was forced out of necessity to give my PLs "commander's intent" along with left and right limits and let them accomplish the mission. The brigade battlespace was too large to do otherwise. So how do you do that in training? Battalion commanders and company commanders are going to have to become comfortable with giving their lower echelons a mission set (mission, intent, battlespace and resources) and then letting them go forth and do great things. The mission can be something as simple as running a range to something as complex as a construction project. As commanders, we develop subordinate leaders to manage the time allowed to complete a mission, personnel and equipment availability to accomplish a mission, and the battlespace they operate in. We should trust our subordinates to execute, but should also have a reserve ready in case something goes wrong.

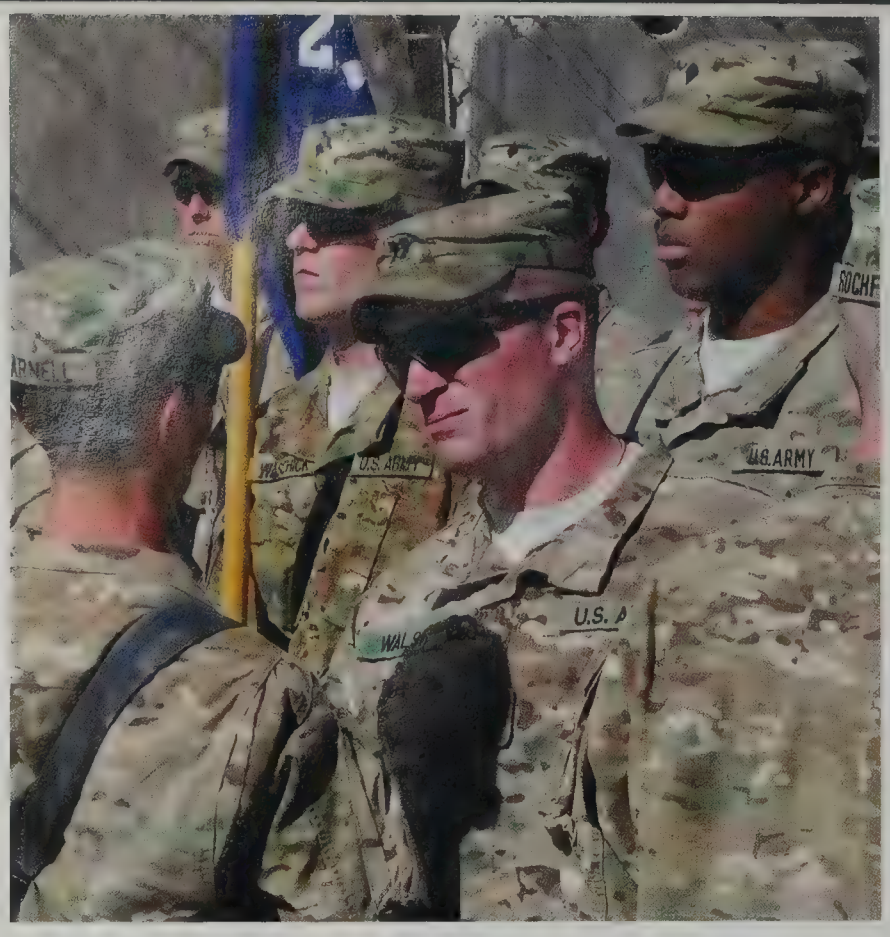
Anonymous

What GEN Dempsey suggests as a future challenge I view as a beautiful dream that can never be realized. There will never be "decentralization" because brigade commanders and up simply *do not* execute intent-based leadership. Moreover, they won't allow their subordinates to do so, either. So long as PowerPoint and the Internet exist, I will be required to submit a CONOP 48 hours out for every operation from cordon and search, to salsa night at the MWR tent, to road guard for PT hours. We are spending a lot of R&D dollars to ensure there is no such thing as an "immature" environment, ensuring connectivity from the moment we get off the plane or boat. I'm sorry, but didn't we just have a gigantic discussion thread on the crush of admin requirements? [See the August 2012 CompanyCommand article, "The Crush of Requirements from Higher Headquarters."] Now we are going to pretend that when we go to war our leadership is *less* likely to come down and manage our daily operations?

Jared Nichols

C Co., 1-12 CAV

Anyone remember that video clip a few years back highlighting a brigade commander in a TOC maneuvering a squad via UAV in an assault on a house? When I saw that video as a PL back in 2004–2005, I knew that the idea of the junior leader making independent decisions was at risk. Now we are almost avatars for senior leaders to get in the fight. That is food for thought. Maybe it will not be this way, but what I hear as talking points does not match the actions of current leaders on the ground.



In Afghanistan, Liam Walsh (center) tries "to the greatest extent possible to let my platoon leaders come up with their own solutions and to shield them from the demands for information."

Jerry Steckmeiser

101st Signal Battalion

We need to start pushing decision-making authority down to the lowest level and allow our junior leaders to make important decisions and even to fail on occasion. The trick is to give them enough room to make mistakes they can learn from, but not enough room to cause critical failure.

Liam Walsh

B Co., 2-1 INF and HHC, 2-1 INF

Anyone who has conducted a combat operation within the last three years (brigade approval for squad operations?) or has had to sit in on a FORSCOM Soldier Risk Policy Tool brief will tell you that we are far more of a "detailed command" Army than a Mission Command one. What is most troubling is that it is a culture we have created ourselves. The risk aversion, micromanagement, and knee-jerk reactions that accompany "making the slide green" have created a vicious cycle in which junior leaders never get to experience the decentralization GEN Dempsey is talking about, which in turn makes them unable to operate independently, hence the need for micromanagement, and so on. It's a cycle not likely to be broken easily. My company is currently spread over four platoon combat outposts. I try to the greatest extent possible to let my platoon leaders come up with their own solutions and to shield them from the demands for information.

Jonathan Silk

C Co., 1-72 AR (CAB) and A Co., 1-353 INF (FSF-CA)

Mission Command starts with trust, which is the foundation for any relationship. Your battalion commander has to trust that you and your company are competent enough to operate decentralized within intent and accomplish the end state.

Bill Ault

C Co., 1-103rd AR, C Co., 1-110th AR, D Co. and HHC 1-110th IN

I agree 100 percent with the concept of Mission Command. In fact, centralized planning and decentralized execution have technically always been the way the military operates. We need to fully implement it and take our hands off the "commander's override." Allow our junior leaders to perform, and then assess and mentor them. There are two things I recommend:

Go back to the basics of commander's intent and key tasks. Train your subordinate leaders and Soldiers (all of them) to understand intent-driven operations. Communication capabilities have created a crutch for Soldiers and junior leaders. Remove that crutch! Present your leaders with solid intent and give them realistic and challenging scenarios, not the cut-and-dried easy stuff. This will force them to think.

Conduct leader development sessions using vignettes. Conversation with your leaders about real-world vignettes is low-cost and effective development. For example, use a vignette that includes intent and imposes constraints that require the junior leader to seize the initiative and to act when there is no time to get further guidance from higher.

Tommy Ryan

HHC, 2-12 INF

In my company, I leave execution to the subordinate leaders; however, we never leave a face-to-face meeting without each of us understanding the end game. I feel that talking through together what the final answer looks like and mak-



Jonathan Silk (center) thinks that "Mission Command starts with trust, which is the foundation for any relationship."



For Erik Anthes (with map), "The execution of Mission Command is entirely unit dependent." One of the steps in his plan to train his company is to "treat all resupply/LOGPAC missions as tactical missions."

ing a verbal contract allows for my subordinate leaders to take ownership of the plan and "skin the cat" the way they see fit. And I am passionate about Step 8 ("supervise") of the troop-leading procedures. This is how I am able to keep true to our contract.

Erik Anthes
E Co., 1-16 INF

The execution of Mission Command is entirely unit dependent. I've served in both types of units: the restrictive, "every task is a specified task" unit, as well as units that encourage disciplined initiative. I recently took over a forward support company in a combined-arms battalion. We have a lot of work to do with respect to Mission Command. My yet-to-be-fully-tested plan to train the company is:

1. Place a radio in the garrison command post. Monitor missions during the duty day (staff duty after 1700).

2. Treat all resupply/LOGPAC missions as tactical missions. Trip tickets, strip maps, risk assessments, every vehicle has a working radio (to include use of manpacks for fuelers), and a mission brief/AAR for each mission.

3. Conduct a company STX to test initial systems and establish a LOGSOP. Push the command track [vehicle] and HQ tents to the field to practice mission command for units in the STX lanes. This allows PLs, PSGs and those very important SSGs to get repetition in on decision making, radio communications, and leading their soldiers.

4. Ensure the battalion operations personnel understand logistics and their requirements. Nothing can screw up a great mission like constant changes in drop times, which affect Mission Command greatly by eroding the 1/3, 2/3 planning principle for your junior leaders. Impress upon the unit that a mission drop time needs to be locked NLT 72 hours prior to execution.

* * *

What Does ADP 6-0 *Mission Command* Say?

According to ADP 6-0, these are some of the skills that we need to practice in order to be effective at Mission Command, broken down for the commander and subordinates:

- *The company commander needs to practice these skills: building cohesive teams, creating shared understanding, effectively communicating intent.*
- *Subordinate leaders need to practice these skills: understanding mission orders/intent (implied: executing the commander's intent), seizing the initiative, taking risk.*

We asked company commanders: How do we practice these particular skills? In other words, let's get specific about how we make this concrete and practical. And are there other crucial skills that are required to execute Mission Command as per ADP 6-0?

Adam Hoffman
HHT, 1-1 CAV

I know this will sound simplistic, but I think many times the best way to allow subordinates to practice all three of their skills is to be absent. Maybe not literally absent, but if a subordinate asks for further guidance, why not refuse to provide it? Ask, "What do you think I am going to tell you?" Force subordinates to go back to your intent. (This also serves as a check on your ability to give clear intent.) I really think every time subordinates ask a question we would serve them best by first asking them what they think we are going to tell them. Then ask them what they think they should do. The current state of the Army (in my experience) is the "cell phone/no fail" mentality. So long as you (or your boss) can always be reached, what use is intent? Without intent, how can there be initiative?

Scott Shaw
A Co., 2-14 INF

Mission Command is based largely on the commander's estimate of the capabilities and character of his or her subordinates. If the subordinate is more competent, then she gets more autonomy. If he is less competent, then he gets less autonomy. Want to get Mission Command into your unit? Then develop your skills to allow your commander to trust you more and with larger tasks, and develop your subordinates' skills so that you can do the same.



"Regardless of the task," Joe Byerly (right) says, "mastery comes from experience, and experience grows out of mistakes just as much as successes."

Jonathan Silk

C Co., 1-72 AR (CAB) and A Co., 1-353 INF (FSF-CA)

One of the six principles of Mission Command is to build a cohesive team through mutual trust (ADP 6-0). This occurs through hard, realistic training. GEN Dempsey writes, "Training must replicate the distributed, chaotic and uncertain nature of the expected operational environment." Designing training to replicate the complex and dynamic conditions of combat environments (train as you will fight) will build a cohesive team, and it will also build trust between the commander and platoon leaders. The commander will trust that the platoons are competent enough to operate decentralized within intent. In the white paper, GEN Dempsey states, "Mission Command is fundamentally a learned behavior to be imprinted into the DNA of the profession of arms." In training, leaders can give and receive mission-type orders, train on giving a clear intent, and create scenarios in which subordinate leaders can exercise disciplined initiative and accept risk.

Joe Byerly

C TRP, 3-7 CAV and HHC 1-64 AR (CAB)

I agree that "taking risk" and "seizing the initiative" are two crucial skills. If we view honest mistakes made by subordinate leaders as expensive tuition and focus on getting every ounce of learning out of those mistakes, I think we will foster an environment that allows subordinate leaders to practice Mission Command skills. We can provide top cover for our subordinate leaders, which will help encourage them to grow and learn. Regardless of the task, mastery comes from experience, and experience grows out of mistakes just as much as successes.

Jason Wayne

A Co., 1-503 INF and HHC, 1-503 INF

I think the best way to force your subordinates to practice taking risk and seizing initiative is by throwing them a curve ball in training. If you've done a good job issuing mission orders, specifically providing clear commander's intent, then your subordinates have everything they need to transition from deliberate to hasty operations based on changing conditions on the battlefield. For instance, a platoon STX lane could have intelligence on it that requires you to exploit a time-sensitive target. This becomes a great opportunity for your subordinates to exercise judgment and decision making without you hovering over them. It also gives you a great opportunity to have a developmental conversation with them to communicate your expectations as a commander in situations like that. In other words, you can reinforce the culture of Mission Command in your organization and give your subordinates confidence in the types of decisions you expect them to make.

Josh Christy

F Co., 3/10 GSAB

GEN Dempsey is right to shift our focus to Mission Command. Resistance to change, however, is a powerful force. Having senior leaders advocate something is only one part of the process. We must create alignment between what the leaders say and what the organization actually does. This includes the institutional part of the Army, where a highly centralized and controlling climate typically wins out over the daily application of Mission Command principles. This kind of misalignment sends a mixed message to our future leaders: "Mission Command is important, but not important enough

CompanyCommand Glossary

AAR- after-action review
CC- CompanyCommand
CONOP- concept of operations
FORSCOM- U.S. Army Forces Command
HQ- headquarters
LOGPAC- logistics package
LOGSOP- logistics standing operating procedures
METL- mission-essential task list
MWR- morale, welfare and recreation
NLT- no later than
OPORD- operations order
PL- platoon leader
PSG- platoon sergeant
PT- physical training
R&D- research and development
SSG- staff sergeants
STX- situational training exercise
TOC- tactical operations center
UAV- unmanned aerial vehicle

(or too difficult) to implement here." This leads to cynicism. COL Tom Guthrie, in the June 2012 issue of ARMY Magazine, suggests, "To prepare the sort of leaders we need, our institutions must possess similar attributes." In other words, Mission Command DNA must be embedded in the organization as well as in the individual. If the Army wants adaptive, critical-thinking, Mission-Command-oriented leaders, it must provide junior leaders the opportunity to apply these skills, not just in theory or training scenarios, but integrated into the daily practices of the organization every day.

James Bithorn
A Co., 1-506 INF

Build cohesive teams through mutual trust. Nothing is better than a live-fire exercise. Mutual trust is built when the support-by-fire position achieves effective suppression on the enemy, and then shifts and ceases fire when necessary while the assault element maneuvers. Getting to this point also requires well-executed STX lanes with detailed AARs illustrating the importance of mutual support and combined arms.

Create shared understanding. Don't treat your subordinates like mushrooms (keeping them in the dark and feeding them); rather incorporate them into each step of the troop-leading procedures and value their input during training meetings. Create an environment in which subordinate NCOs and officers feel comfortable making relevant contributions to the long-term training plan. That being said, you have to give them the tools in the first place, which means a well-thought-out and prioritized METL crosswalk. This acts as clear commander's intent as well.

Provide clear commander's intent. Not detailed command, but left and right limits (key tasks and conditions at end state). Allow for critical and creative thinking.

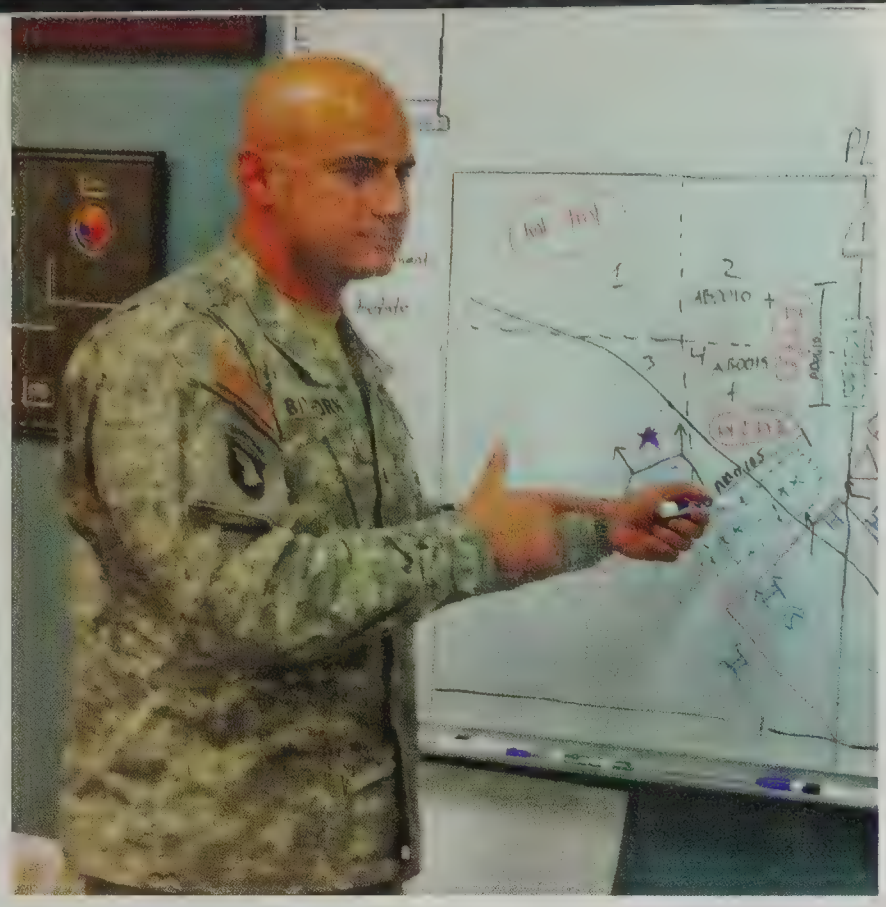
Exercise disciplined initiative. The proper execution of the previous three lead to this being accomplished within an organization. Reward disciplined initiative publicly in both the training environment and combat (positive reinforcement). This is very easy to do if you lay out criteria with your battalion commander ahead of time for Army Achievement Medals and other appropriate awards.

Use mission orders. This is not necessarily a written OPORD, but rather implies, "Give the no-BS task and purpose." Once a subordinate understands his lane, he or she will execute violently.

Use prudent risk. Is the juice worth the squeeze? Getting subordinates to understand this means teaching (clearly and often) the science of maneuver warfare. Oftentimes, inexperienced subordinates will assess inherent risk for a mission as higher than it actually is. Not understanding weapons and systems capabilities drives this. Think back to why we used to do the gas chamber: to build confidence in your equipment. The same philosophy applies here.

* * *

GEN Dempsey writes, "The commander must understand what his subordinates can do and trust them—but not blindly—to do it." Company commanders are right where the rubber meets the road. Whether it is combat, training management or any other aspect of soldiering, making Mission Command work in the Army starts with us. One way to start implementing Mission Command principles in our units is to print a copy of this article and have a conversation about it with our Soldiers. In the process, we will build relationships and establish a level of trust, which is the foundation of Mission Command.



James Bithorn uses graphic control measures to "create shared understanding" with his leaders. "Don't treat your subordinates like mushrooms," he advises. "Value their input during training meetings."

If you are a currently commissioned officer, we invite you to join the conversation in the CompanyCommand forum (http://CC.army.mil).



AUSA Sustaining Member Profile

GATR Technologies, Inc.

Corporate Structure—President/Founder: Paul A. Gierow. Corporate Headquarters: 11506 Gilleland Road, Huntsville, AL 35803. Telephone: 256-382-1334. Website: www.gatr.com.

GATR (ground antenna transmit and receive) Technologies manufactures highly deployable, inflatable satellite communication (SATCOM) terminals serving the military, public safety, humanitarian aid, and intelligence communities. GATR's unique inflatable antenna—also called the GATR—enables deployment of high-bandwidth terminals up to 2.4 meters in diameter in as few as two cases, making it ideal for first-in deployments and remote applications that last from hours to years.

Changing the Shape of Deployable SATCOM

The GATR is currently used by U.S. and foreign military, intelligence and homeland security, as well as commercial and nongovernmental organizations at Ku-, C- and X-band. A significant milestone was achieved in September with GATR's completion of Phase III of the certification process for X-band wideband global SATCOM satellites. The largest single adopter of GATR antennas so far has been the U.S. military, in particular special operations forces and other commands requiring rapid deployment of high-bandwidth capability. Increasingly, the technology is also being adopted by conventional forces, aided by pending certification on Department of Defense satellites. GATR's inflatable antennas perform like rigid antennas of the same size, but can provide up to 85 percent reduction in packaged weight and volume over conventional rigid antenna systems.



The U.S. Marine Corps recently began fielding GATR's 2.4-meter antenna system with the expeditionary unit teams to dramatically reduce the weight and volume of deployed communications equipment. Whereas Marine Corps equipment traditionally consisted of auto-deploy antennas in four or more cases, each weighing hundreds of pounds, the GATR system provides similar or larger aperture (dish size) in just two or three cases, each weighing less than 99 pounds. While the GATR terminals require manual satellite acquisition, operators enjoy easy installation—the antenna auto-inflates—and technology that is far less complex, less costly and less bulky to transport.

With today's focus on reducing operational costs, the GATR antenna meets the needs of the warfighter while dramatically reducing the volume and weight of equipment to be deployed and easing service/program budget and transport cost requirements. The unique inflatable design reduces the packaging form factor and weight. The large aperture antenna (2.4 meters) weighs only 22 pounds (dish and radome) and comes in a compression bag. GATR's small and light pack-out weight and its aerodynamic design truly are changing the "shape" of deployable SATCOM.

Logistical and Link Savings

The GATR is easy to set up, requires no special tools, and enables high-bandwidth communications in areas where other systems are not feasible. GATR's reduced space requirements during transport allow for other critical gear or personnel to be added, while its reduced weight makes it less expensive to transport or ship. At the same time, GATR preserves the advantage of larger dishes, such as higher bandwidth throughput, C-band capability and lower satellite power/cost required to establish a link. In addition, its round shape makes it more aerodynamic and, combined with a unique ground attachment mechanism, more stable in higher winds.

GATR antennas are ideal for enabling high-bandwidth satellite communications in remote areas. This makes them optimal for all types of data transmission, voice communication, video relay and other IP-enabled activities. The systems have been used all over the globe by a diverse range of U.S. military, nongovernmental organizations and private sector operators. Although GATR's flagship product is the 2.4-meter communications terminal, the company also offers a 1.8-meter solution that is popular within the United States and a new 1.2-meter backpack solution that packs out at less than 50 pounds. There is even a 4-meter class inflatable antenna in development for quick deploy/setup of hub solutions until permanent units can be installed.

History of GATR Technologies

GATR's inflatable antenna system concept grew out of an internal company investment and two DoD Small Business Innovative Research (SBIR) contracts: one with the Space and Missile Defense Command and the other with Air Force Research Labs. Many of the early technologies used in the development of the GATR system were first intended for space, but the technologies proved to be even more useful in ground applications.

GATR Technologies was founded in 2004. One of its first deployments was in response to Hurricane Katrina in 2005. Prompted by a request from the White House Communications Agency, GATR President Paul Gierow traveled to Woolmarket, Miss., with a prototype version of the antenna system and provided the only Internet connection in Harrison County. The GATR created a way for more than 250 families to request federal assistance, for rescue workers and medical personnel to have access to the information they needed, and for a broadcast network to send reports back to its home station. The deployment also served as a powerful demonstration of how quickly and easily the system could be transported and operational in a disaster situation.

In 2006, the new antenna system had gathered momentum and attention. That year, GATR Technologies was selected as a recipient of the Tibbetts Award, which recognizes significant achievements involving technology innovation related to the federal SBIR Program. In 2008, the U.S. Special Operations Command (SOCOM) made the GATR inflatable antenna an evolutionary component to the SOCOM deployable node family of SATCOM terminals. That year, GATR met the Federal Communications Commission's (FCC) main beam envelope requirements and received FCC licensing for several very-small-aperture terminal networks.

In 2009, SOCOM issued a Phase III SBIR sole source contract to GATR to procure terminals. In addition, GATR landed on *Inc.* magazine's list of America's Fastest Growing Companies, and the GATR system was named one of *Inc.*'s "Hottest Products of the Year." GATR has maintained its presence on *Inc.*'s list every year since.

Since 2009, GATR has offered corporate support (equipment, satellite time and personnel) to relief efforts following the Haiti earthquake in 2010, the rash of Alabama tornados in 2011 and recent Hurricane Sandy relief efforts. GATR was also recently issued an indefinite delivery/indefinite quantity contract from SOCOM to secure future system procurements.

Currently GATR is the only company in the world that produces inflatable SATCOM antennas.

Soldier Armed

RQ-20A Puma All-Environment Unmanned Aircraft System

By Scott R. Gourley

Initially fielded to provide U.S. Army warfighters with longer duration and a gimbaled payload not initially available on the smaller hand-launched RQ-11 Raven, the RQ-20A Puma All Environment (AE) is a 13-pound, rapidly deployable, hand-launched, small unmanned aircraft system (UAS) designed for land-based and maritime operations that can operate in foul weather and over rugged terrain. The Army has approximately 300 Pumas that are used primarily for their intelligence, surveillance and reconnaissance capabilities, as well as for security, route clearance operations, improvised explosive device detection and overall battlespace awareness.

According to Roy Minson, senior vice president and general manager of AeroVironment's Unmanned Aircraft Systems business segment, the company's Puma AE UAS (the company also manufactures the Raven and Wasp AE small UAS) gives armed forces the advantage of "being able to see what's ahead of and around them, when risk is high and time is short."

"It's easy to carry and can be assembled rapidly to provide real-time information within minutes," he noted.

Manufacturer descriptions highlight the Puma air vehicle as 4.6 feet long with a 9.2-foot wingspan and an operational range of 15 kilometers. It's fully waterproof, is powered by a small battery pack and has an endurance of two hours. It typically flies 500 feet off the ground, but it can fly as high as 15,000 feet.

Puma AE carries both an electro-optical (EO) and infrared (IR) camera on a lightweight, mechanically and digitally stabilized gimbaled payload, which allows the operator to keep eyes on target. Puma's modular design allows for alternative payload development to meet the needs of specific military or civilian applications. Puma AE utilizes AeroVironment's Digital Data Link (DDL), which enables encrypted, beyond-line-of-sight voice, video, data and text communication, and the air vehicle is operated by AeroVironment's common Ground Control System.

Minson traced the U.S. Army program origins to the 2008 selection of Puma by U.S. Special Operations Command to meet its All Environment Capable Variant program, noting that the selection came "after a full and open competition, the fourth U.S. Department of Defense competition for programs of record involving small UAS and the fourth such competition won by AeroVironment."

In terms of significant subcontractor participation, Minson pointed to Puma AE employment of Sentient's Kestrel Land MTI (Moving Target Indication), which he described as "a software solution that adds capability by automatically detecting moving objects in electro-optical and infrared full-motion video. Kestrel Land MTI is embedded in AeroVironment's existing ground control system and improves situational awareness on the ground. It provides operators an immediate cue to potential threats and enhances airborne intelligence, surveillance and reconnaissance to help save lives."

He added that the system also uses the Visualization and Missing-Planning Integrated Rehearsal Environment embedded simulation training software from AEgis Technologies "to provide a virtual environment for operators to train and rehearse operator and mission-level tasks."

Asked about how the system makes life better for the warfighter, Minson said, "The Puma AE UAS directly supports frontline troops. The current threat environment requires that many



The 13-pound, rapidly deployable, hand-launched RQ-20A Puma All Environment (AE) unmanned aircraft system is used primarily in intelligence, surveillance and reconnaissance operations as well as for security, route clearance and improvised explosive device detection. The Army has about 300 Pumas directly supporting frontline troops.

AeroVironment, Inc.



AeroVironment, Inc.

The RQ-20A Puma AE is designed for land-based and maritime operations and can operate in foul weather and over rugged terrain. It is waterproof, is powered by a small battery pack and has an endurance of two hours, an operational range of 15 kilometers and an altitude range of 15,000 feet.

U.S. and allied military forces operate in small teams, far away from their bases, in urban, mountainous and rural areas where the enemy uses familiar terrain and local support to their advantage. These small squads often can't see over hills, up the road or around buildings without putting themselves in danger. Information produced by reconnaissance satellites and aircraft typically is not available to squads when and where they need it. They need immediate reconnaissance."

"This back-packable, hand-launched electric airplane wirelessly transmits live color or infrared video directly to the squad member, enabling him to identify threats in hostile areas and take appropriate action to save lives," Minson explained. "It is robust, easy to use and reliable in the most challenging conditions, and it provides improved situational awareness at all times, not just when there is a firefight. Puma AE is modular, which enables the squad member to 'pop' the pieces together to assemble the aircraft rapidly and easily replace damaged parts in the field."

In terms of future company plans for fiscal year (FY) 2013 and beyond, Minson pointed to the fact that "more military services are choosing the Puma AE system because its long duration and more precise imagery deliver enhanced organic reconnaissance." He added, "In FY 2012 AeroVironment received separate orders for the Puma AE small UAS from the U.S. Air Force, Marine Corps, and Army. The company also announced international contracts with the Swedish Defence Materiel Administration and the Danish Armed Forces.

"In the future, AeroVironment anticipates that numerous branches of the U.S. Department of Defense, as well as additional allied military forces, will continue to place Puma AE orders," he said. "As many as 20 allied forces are currently using versions of AeroVironment's small unmanned aircraft systems (Puma AE, Raven and Wasp AE)."

He added that Puma AE can support numerous nonmilitary missions for law enforcement, border patrol, first response, search and rescue, postdisaster communications, pipeline monitoring, infrastructure security, event security, and many other applications.

In terms of a longer range service future, speaking to a recent industry gathering, the U.S. Army Training and Doctrine Command (TRADOC) capability manager for UAS alluded to ongoing work on a new capability production document that would combine capabilities of Raven, Puma AE and possibly another small/micro vertical takeoff-and-land UAS with "perch and stare" capability into a single requirement for a future system that could be carried with a soldier's gear and launched while the soldier is prone.

In the meantime, Puma AE continues to support U.S. warfighters.

Summarizing Puma AE system benefits, Minson began by highlighting Puma AE's "low acquisition cost of hundreds of thousands of dollars per system, which consists of three aircraft and two universal Ground Control Systems, versus millions or tens of millions of dollars for larger manned and unmanned aircraft systems. Beyond this savings, the operational cost is very low—a few spare parts and electricity to recharge the batteries."

"Systems such as Puma AE are changing the way the military operates," he said. "Puma AE is expanding the role of small unmanned aircraft systems and helping frontline troops do their jobs more safely and effectively.

"Puma AE saves lives because military forces have the ability to see more of the battlefield and identify threats before the enemy has the opportunity to launch an attack. Puma AE gives small tactical units aerial surveillance and intelligence over a broad area."

He added, "With Puma AE, U.S. and allied frontline troops have a distinct advantage because it is capable of landing on land or water, is modular and can be rapidly assembled, and doesn't require a runway or auxiliary equipment. It provides immediate access to real-time eyes in the sky and eliminates the need for a small unit leader to go up the chain of command for larger manned or unmanned assets.

"Puma AE provides a comprehensive set of capabilities for force protection and force multiplication at the maneuver unit level because of its long flight duration, flexibility and precise imagery," he concluded. ★

Reviews

An Assessment of Leadership

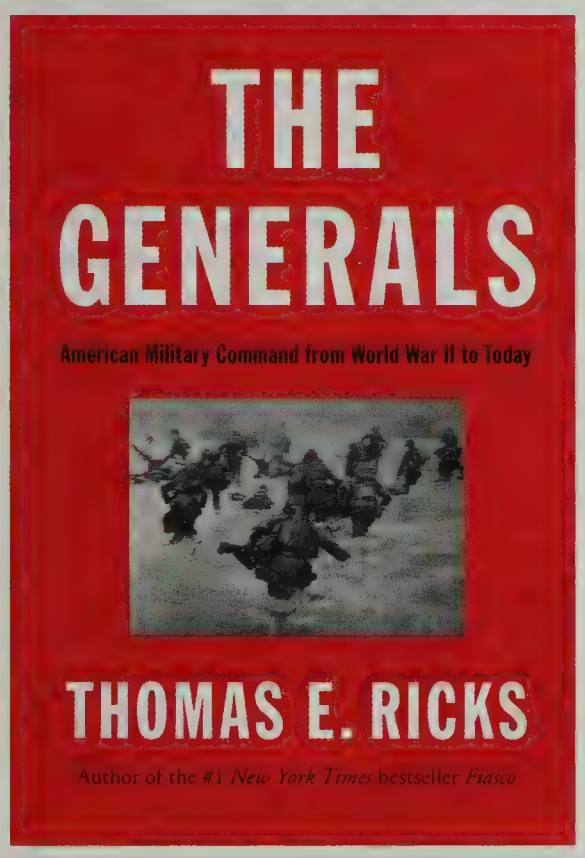
The Generals: American Military Command from World War II to Today. *Thomas E. Ricks. The Penguin Press. 558 pages; index; notes; black-and-white photographs; $32.95. Publisher's website: www.us.penguingroup.com.*

By BG John S. Brown
U.S. Army retired

Thomas E. Ricks thinks we should fire more generals. In this theory he joins Douglas Macgregor, Paul Yingling, about every Fort Leavenworth Command and General Staff College class we have surveyed in the last hundred years, and others. Unfortunately for our professional self-esteem, we cannot dismiss Ricks as a brainy crank who will not be read much outside the Army, or as a promising apprentice who has not yet walked in the shoes of his elders.

Ricks is a seasoned Pulitzer Prize-winning journalist with ample experience with our boots on the ground overseas. His newly published *The Generals: American Military Command from World War II to Today* is engaging, well-written, sensibly documented and interestingly organized. People are going to read and enjoy this book. This suggests that, as military professionals, we should figure out what we think about it. While I embrace a number of Ricks' ultimate recommendations, the book as a whole falls short on several counts. Ricks is too unforgiving of our corporate culture, has too rosy a view of Generals George C. Marshall and Matthew Ridgway, has too grim a view of our senior leadership since, conflates a mass of ill-fitting material into his forced paradigm, simplifies cause and effect in Iraq and Afghanistan to the point of caricature, and ends up comparing apples and oranges.

A recurrent theme in *The Generals* is that we as a profession have become organization men, acting more like "keepers of a closed guild" than like stewards accountable to the public. We would better serve our country and enforce accountability, Ricks believes, if we speedily fired colleagues encountering difficulties—visibly and publicly. The practice of quietly moving square pegs out of round holes does not appeal to him; shared catharsis improves the disciplinary tone of the entire organization. Much the same was said about public flogging in its day.



We probably should confess to consciously inculcating a "band of brothers" mentality into our young. The downside of encouraging colleagues to watch each other's backs in the face of danger is their tendency to be overprotective of each other should they err. This has parallels in the "blue wall of silence" too often erected by policemen, or the reluctance of firefighters to critique their comrades' tactical decisions to outsiders. Highly individuated professions with little emphasis on teamwork tend to acquire a different stereotype, that of stabbing each other in the back to gain personal advantage. From what I've gathered from "Law & Order" reruns and other popular programs, this stereotype particularly pertains to politicians, lawyers, academics and journalists. We need not apologize for being protective of our colleagues and their reputations. We do need to ensure that this protectiveness does not extend to the point of endangering the lives of our soldiers or the missions they are called upon to accomplish.

Ricks particularly admires the mass firings promulgated by GEN Marshall in World War II. In this he reflects a somewhat gauzy memory of the great man. Before he was deified, Marshall was viewed as capable of making mistakes amid otherwise generally sensible decisions. Ricks purports a "Marshall system" for generals, sternly but fairly enforcing meritocracy by advancing the capable and removing the ineffective. Marshall's peers held a more nuanced view, believing that his hundreds of reliefs did considerable harm as well as good. Some reliefs were almost Stalinist, removing experienced men who might have advanced contrary points of view. More reflected a prejudice against (modest) age, removing men because of their years alone rather than because those years had adversely affected their performance. A pernicious variant of this was turning older commanders who had raised and trained divisions out of command in favor of younger men to lead these divisions overseas. Almost two thirds of our divisions deployed under leadership other than that which had brought them up, hugely increasing the risk of complications in the face of their first battles.

Reliefs for cause in combat were generally justifiable and effective, but often serendipitous. Had they truly been premised on the welfare of soldiers, surely some would have followed the mass fratricide of paratroopers over Sicily, the terribly botched Rapido River crossings, recurrent suicidal disasters during the Combined Bomber Offensive and other pointless

sacrifices of comparable scope. Reliefs for cause more often reflected a perceived lack of aggressiveness rather than a perceived lack of competence. Overall, Marshall's reliefs did move out appreciable "dead wood," impart a sense of urgency and focus command energies on battlefield success, but they also created more leadership turbulence than necessary and divested the Army of talent that could have proved useful. The Marshall system is worthy of thoughtful study but not of blind emulation. As an aside, Ricks attributes to Marshall an uncanny prescience in GEN Dwight D. Eisenhower's rise to greatness. This overlooks the manifold twists of fate, reverses and paths not taken that occurred along the way.

Ricks seems to believe we have not done much worthy of favorable comment since World War II. He does admire Ridgway's mass firings upon arrival in Korea, without particularly assessing what percentage of these was actually beneficial. Beyond that, the Korean War comes across as one bungle after another. Ricks' discussion of the Vietnam War is even more scathing. GEN William Westmoreland is presented as a dunderhead, and GEN Maxwell Taylor as the Sith Lord. Most astonishing to me, I found the war I myself fought in, Operation Desert Storm, described as a military debacle. I had been under the illusion that accomplishing all assigned missions with a minimum of casualties while liberating a friendly country and driving out a powerful adversary was a success—but what did I know? Denigration of Operation Desert Storm puts Ricks on an ideal glide path to pillory our generalship since 9/11. As much as he seems to want to, Ricks never builds up a full head of steam on this subject. Out of 466 pages of text, only 50 pertain to events since 9/11. These 50 pages are given over to a chapter each on Generals Tommy R. Franks, Ricardo Sanchez, George W. Casey Jr., and David Petraeus. Within the context of miniature professional biographies of these four men, attention to tactical or operational aspects of Afghanistan and Iraq is vanishingly thin. If Ricks wants us to fire more of the current crop of generals, one would have thought he would have made more of a contemporary case. American generalship involved in successes off the battlefield since World War II don't seem to matter. The reconstruction of Germany and Japan, creation of NATO and other successful alliances, equipping and training up of numerous allies, successful prosecution of the Cold War, Partnership for Peace, deterrence, and other military accomplishments that were achieved without (or without much) bloodshed are beyond the scope of this book.

The Generals is like a delicate necklace. Each bead in itself is a good read, albeit not necessarily comprehensive or objective, but the thread holding them together is tenuous at best. Ricks focuses a chapter each on Generals Marshall, Eisenhower, Patton, Clark, Allen, MacArthur, Simpson, Ridgway, Taylor, Westmoreland, DePuy, Powell and Schwarzkopf, Tommy Franks, Sanchez, Casey, and Petraeus. He provides an engaging account of Eisenhower's dealings with Montgomery, a stirring account of the escape from Chosin, a thoughtful discussion of the Truman-MacArthur controversy, a brief overview of the Tet Offensive and its impact, a harrowing account of the My Lai Massacre and cover-up, and a bizarre rendition of Operation Desert Storm emphasizing the Safwan snafu and alleged dysfunction between Generals Norman Schwarzkopf and Fred Franks. Of 30 numbered chapters, only six concentrate on the type of institutional history that the subtitle suggests. There is also the small matter that the term *The Generals* does not seem to encompass the Navy or Air Force. One suspects that Ricks is an avid reader of military history, has amassed a portfolio of favorite stories he wants to tell and has worked them in. Instruction via biopic and vignette can be interesting but is often hard to follow.

Leadership issues relevant to the Korean and Vietnam Wars have long since been examined by many. Ricks' thoughts with respect to these fall into schools shared by others. In assessing military leadership since 9/11, however, he ventures onto unshaped ground. His attacks on Generals Tommy Franks and Ricardo Sanchez are extended and caustic, stretching to about half the space he devotes to this period. Dissatisfied with outcomes, he is quick to see them as personal failures.

Ricks is dismissive of the notion that we as a nation gave both men far too few troops for the mission of occupying Iraq—not, incidentally, our initial purpose. He also seems unmindful of the Army's experience with operations other than war during the 1990s, doctrine relevant to that experience, the Coalition Forces Land Component Command Phase IV planning that did occur prior to Operation Iraqi Freedom, the mission of LTG Jay M. Garner, U.S. Army retired, or the mammoth consequences when Ambassador L. Paul Bremer III fired Baathists at all levels and the Iraqi army to boot. Garner would tell you that we made 600,000 enemies in a single day. To complicate things, we declared victory, withdrew the "dream team" headquarters we had assembled to invade Iraq and turned affairs over to a corps headquarters hopelessly understaffed for the missions imposed upon it. Institutional shortcomings that did surface—mismatched intelligence structure, insufficient linguists, deficient cultural familiarity, ad hoc senior headquarters and an unclear mission—were not personal failures. Ricks seems fond of a quote he attributes to Field Marshal Bernard Law Montgomery: "If, having received the help he might normally expect, a man fails—then he must go." We have not given any of our commanders in Iraq or Afghanistan the help they might reasonably expect, given the tasks we placed upon them. Nevertheless, they fought their way through to a measure of success we did not deserve to expect. (*On Point II* or chapter 9 of *Kevlar Legions*, both official histories, might help balance the account as we come to terms with these wars we have most recently fought.)

Perhaps most notable, Ricks starts out with apples and ends up with oranges. GEN Marshall, and GEN John J.

Pershing before him, presided over armies that had increased in size orders of magnitude overnight and featured leaders serving several levels above their previous experience. The division and corps commanders relieved for cause overseas in World War II averaged four months of combat experience (mostly in World War I) and less than 12 months of field-grade command time, most of which was not recent. An equivalent sample of demonstrably successful World War II commanders had about the same amount of combat experience but twice as much field-grade command time, most of it recent. The uniformly successful division commanders of Operation Desert Storm averaged 23 months of combat experience (mostly in Vietnam) and 42 months of field-grade command time. Our current generals would be comparable, as the *cursus honorum* for generalship has been about the same for almost 50 years. Combat and field-grade command time provide enormous winnowing processes, screening out leaders unsuitable for command at the tactical and operational levels. Ricks himself finds little to criticize in our post-9/11 leadership at these levels. Indeed, he hardly mentions it. This is a pity because there are truly exemplary divisional performances worthy of review. Ricks' post-9/11 criticism is of strategic level leaders, of which there were but few. Division commanders relieved in World War II and theater commanders under scrutiny now are not equivalent. Ricks laments that lately our civilian political leadership has been so heavily involved in controversial command moves. This is as it should be in the case of strategic leadership, which reports to the national command authority. Our problem is different from that of Generals Pershing and Marshall. They struggled to create an Army competent at the tactical and operational levels in conventional warfare. We already have one. Our challenge is to sustain the strategic vision and institutional means appropriate for the ever-more complex security demands of the 21st century.

For all its quirks, *The Generals* does wrap up, along with further admonitions to fire generals, with some pretty respectable recommendations. Ricks proposes a broad-ranging introspective study of post-9/11 performance modeled on the institutional soul searching we did after the Vietnam War. This seems like a good idea. He argues that personnel practices resulting in general-officer tenures of a year or less are dysfunctional. It is hard to argue that our rapid turnovers of senior leadership in Afghanistan have been good for us. Dozens of other commands and agencies have experienced similar turbulence. There must be a better way to give dynamic leaders a "fair" opportunity to prove themselves. Ricks suggests a fistful of unconventional career moves designed to nourish strategic-level thinking. Some of these are sane; at least he is in the right arena. Our *cursus honorum* leads to tactical and operational excellence. Strategic excellence occurs, but not because we particularly develop it. Ricks' underlying theme, of course, is accountability. Few would argue with that, although we may debate whether and how far we have fallen short in achieving it.

The Generals will raise your blood pressure and expand your mind. I recommend it. The most annoying thing about it is not its substance but its tone. In Ricks' words, GEN Tommy Franks was a "two-time loser," Sanchez was "over his head" and Casey was "treading water." This seems like presumptuous language.

***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. He has a doctorate in history from Indiana University. His book,* Kevlar Legions: The Transformation of the U.S. Army, 1989–2005, *was published in 2011.*

The Road to Independence

George Washington's Military Genius.
Dave R. Palmer. Regnery Publishing, Inc. 272 pages; illustrations; maps; notes; selected bibliography; index; $27.95. Publisher's website: www.regnery.com

By COL Cole C. Kingseed
U.S. Army retired

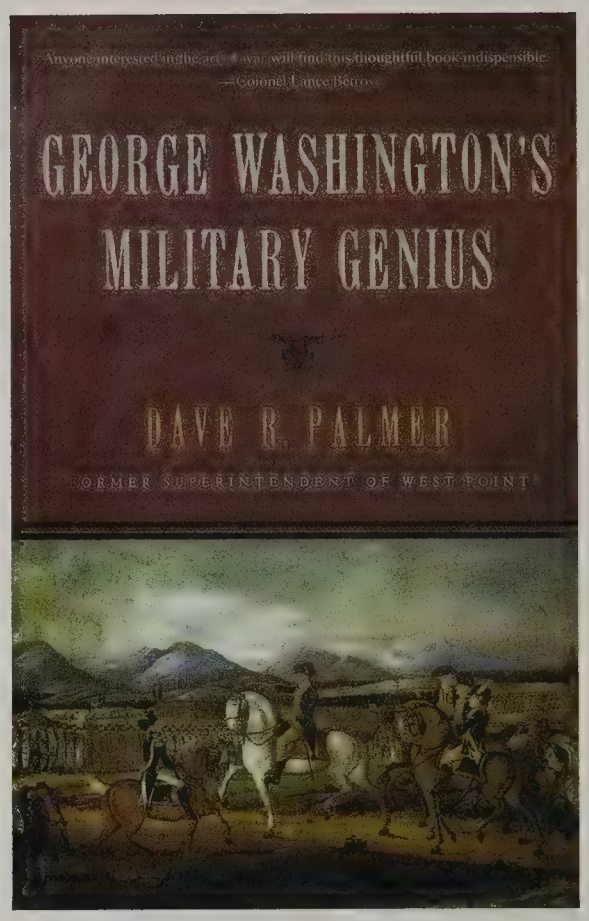
In *The Compact History of the Revolutionary War: The Story of the American Revolution*, authors R. Ernest and Trevor N. Dupuy depict George Washington as "by far the most able military leader, strategically or tactically, on either side in the Revolution." Other historians have been far less kind, including Pulitzer Prize winner David McCullough, who lauds Washington for maintaining the integrity of the Continental Army but who also states that Washington "was not a brilliant strategist or tactician." The diversity of opinion examining Washington's ability as a military commander has now caused Dave R. Palmer to reconsider Washington as a strategist.

Palmer is no stranger to the readers of ARMY Magazine. A former superintendent of the U.S. Military Academy at West Point, Palmer has compiled a distinguished record of publications on the 18th-century American Army, including *The River and the Rock: The History of Fortress West Point, 1775–1783*; *The Way of the Fox: American Strategy in The War for America, 1775–1783*; and *George Washington and Benedict Arnold: A Tale of Two Patriots*. In addition, Palmer frequently appears as a commentator in television documentaries on the Revolutionary War period and its military commanders.

In *George Washington's Military Genius*, Palmer casts his subject in a highly favorable light. Palmer's Washington is not the Washington of the heroic mode who pursued a Fabian strategy that

was essentially defensive in nature. Rather, Palmer finds that the evidence of Washington's "extraordinary grasp of strategy is compelling." Though Washington's tactical ability was at times deficient, by war's end, he had become the nation's preeminent strategist and more than justified "Light-Horse Harry" Henry Lee's epitaph that Washington was "first in war."

Palmer divides his text into two sections: The first section addresses the basic components of strategy as they appeared to the American Revolutionary generation fighting to establish the United States; the second part examines four distinctive phases of the war that presented quite different circumstances demanding entirely different responses. In Palmer's view, these phases included: "Run All Risques, April 1775–June 1776"; "A Choice of Difficulties: July 1776–December 1777"; "One Great Vigorous Effort, January 1778–October 1781"; and "The Arts of Negotiations: November 1781–December 1783."

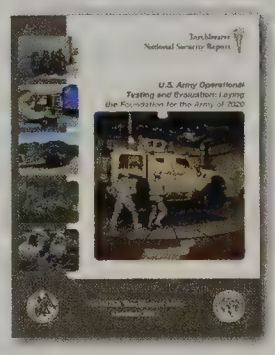


As Palmer views the war, Washington was compelled to run all risks to defeat the enemy during the "revolutionary period of the Revolutionary War." As evident in Washington's correspondence, patriot aggression marked the American response to the British during the initial year of the war. As commander in chief, Washington launched offensives against the British in Canada, and he invested Boston in March 1776. According to Palmer, "It is hard to detect the spirit of Fabius in George Washington during this initial phase of the War of Independence."

For the next 18 months, Washington's Continental Army was obliged to defend the independence that the Continental Congress had declared in July 1776. Here, Washington adjusted his strategy to counter two British invasions. Palmer opines that Washington made his one great strategic blunder of the war by deciding to defend New York City in August 1776. Though Washington's tactical dispositions on Long Island were inept, Palmer posits that "his risks, always calculated, were never a gambler's throw." Perhaps not, but Washington soon realized that American success was dependent upon

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[1] Available on AUSA website at www.ausa.org/ilw.
[2] Available ONLY on AUSA website at www.ausa.org/ilw.
[3] Lead story.
[4] Winner of the 2012 AUSA/Army Capabilities Integration Center (ARCIC) writing contest.

keeping the Continental Army in the field. Hence, he adopted a defensive strategy aimed at avoiding a general action and protracting the war.

Palmer credits Washington with his highest accolades during the final combat phase of the war following France's entry into the conflict. Backed by a powerful French navy and an expeditionary force, Washington resumed the offensive, culminating in the destruction of Lord Charles Cornwallis' army at Yorktown in October 1781. Palmer challenges the conventions of history by stating emphatically that Washington's intentions for the 1781 campaign were far more flexible than most historians claim. Rather than concentrating his efforts on assaulting the British garrison in New York in lieu of carrying the war into Virginia, Washington moved rapidly: "The very speed with which the combined [American and French] armies moved suggests something less than a blind fixation on New York."

While combat operations shifted away from North America during the immediate period following Cornwallis' capitulation, Washington still sought a more decisive military victory to hasten the negotiations being held in Paris to terminate armed hostilities between the United States and Great Britain. Washington termed this period conciliatory war. Later, scholars criticized Washington for not recognizing straightaway that Yorktown ended active combat operations in America, but Palmer believes that Washington was quite justified in believing the war would continue. Indeed, Palmer's Washington understood far better than his contemporaries that the minor "battles fought after Yorktown were in many ways far more important than earlier and better known engagements" because they convinced George III that the Atlantic colonies were irrevocably lost.

Was Washington as strategically astute as Palmer attests? Did the American commander display true military genius? Washington was certainly more adept strategically than he was tactically. The reader will find few flaws in Washington's conduct of the war in Palmer's narrative. Considering Palmer's obvious admiration for Washington as a military commander, this is hardly surprising.

***COL Cole C. Kingseed**, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.*

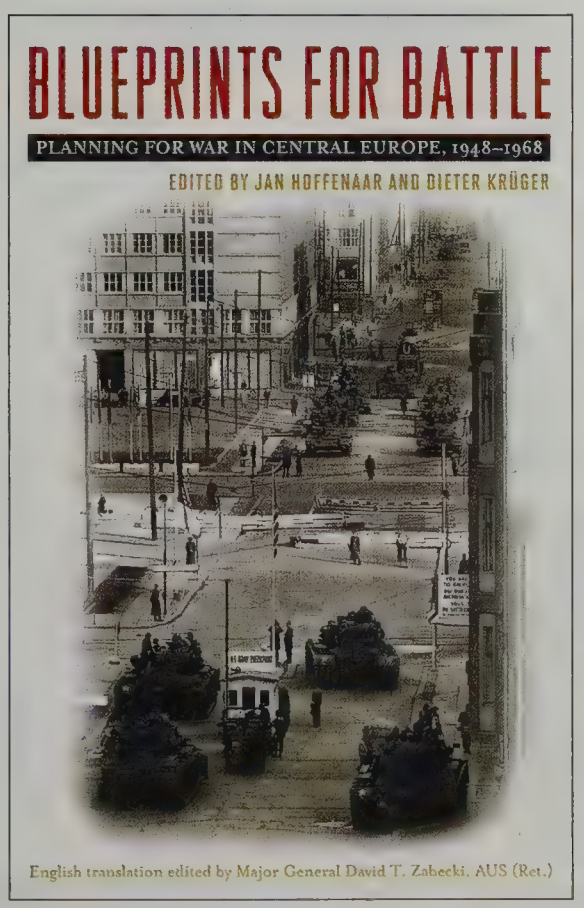
On the Brink of War

Blueprints for Battle: Planning for War In Central Europe, 1948–1968.
Jan Hoffenaar and Dieter Krüger, editors. University Press of Kentucky. 304 pages; index; maps; charts; notes; $28. Publisher's website: www.kentuckypress.com.

By COL Gregory Fontenot
U.S. Army retired

Jan Hoffenaar and Dieter Krüger's anthology *Blueprints for Battle: Planning for War in Central Europe, 1948–1968* is essential reading for any serving officer and should be required reading for senior defense officials. *Blueprints*, if read, would go a long way toward correcting the apparent memory loss of the purpose of armies and illusions of whether or not the Cold War was complicated or complex. The contributors to this excellent addition to the Association of the U.S. Army's Foreign Military Studies series have illuminated the major outline of military planning among the allies and their adversaries in the peculiar confrontation that was the Cold War.

In his lucid and pithy foreword MG David T. Zabecki, AUS retired, reprises Raymond Aron's observation that the Cold War remained that way until the dissolution of the Soviet Union precisely because of the presence of the two sides. Aron asserted, "A military void is more dangerous than a presence," a comment that was made in 1961 and proved prescient. Aron articulated the principle of deterrence arguably practiced by both NATO and, once organized, the Warsaw Pact. The authors address perceptions of both sides, each of which believed it had cause to fear the other. Perhaps more important and in some ways surprising—considering the duration of the confrontation and the espionage efforts on both sides—is how mistaken each was about the other.



How the belligerents expected aggression to unfold and what they proposed to do about it form the heart of this anthology on planning for a third major war in Europe. By 1949, any good feelings that remained between the erstwhile allies had evaporated as the Soviet Union detonated its own nuclear weapon, consolidated in central Europe and retained some 200 divisions. The United States and the western European powers responded by forming NATO and planning to field first, 30 divisions and ultimately 50 divisions.

Viktor Gavrilov, a well-known Russian military historian examining the problem from the Soviet perspective, described the Soviet view as driven by two articles of faith: First, the proper task of the armed forces is the destruction of their opposite number; second,

that a strategic offensive is the most effective means of defense. Accordingly, the Soviets motorized their forces and focused on high-tempo mounted operations as the answer to ensuring the survival of their system. Obviously, this approach—while perfectly reasonable from the Soviet point of view—could be, and was, interpreted as posing a threat of preemptive assault.

The plans of the protagonists then proceeded along lines driven by basic assumptions that each made. The Soviets did so as noted, but the picture that emerges of NATO planning is far less clear. To start with, while the Europeans tended to defer to the Americans, they nonetheless pursued their own interests. NATO planning reflected the many competing views of the membership. First, those countries overrun by the Nazis did not entirely trust the Germans nor were they willing to build forces adequate to the task of defending Germany and thus themselves. In the end, they accepted with some reluctance that Germany had to be rearmed. Whether to defend forward or hold the Rhine-Ijssel River line provided grist for considerable debate in NATO. How to survive nuclear combat proved a challenge to both NATO and the Warsaw Pact nations. A Soviet naval officer most aptly described the ruminations of his general staff colleagues on unlimited use of tactical nuclear weapons by wondering, "Which planet do these people intend to live on in the future, and to which earth do they plan to send their troops to conquer territories?" And that was only his opening salvo.

Planning for coalition warfare proved problematic for both sides. The Soviet Union and its allies had an easier time of it than their western counterparts simply because the Soviets could—and did—mandate common equipment. In the West, interoperability became the mantra, while often the best that could be achieved was more or less common ammunition. France proved a particularly restive member of the NATO alliance, ultimately withdrawing from the military structure. Force levels proved an equally difficult problem for all concerned, but again the Soviets enjoyed an advantage in the short term. NATO never had the means to man 30 divisions in central Europe let alone 50.

In many ways, Jan Hoffenaar's account of East German intelligence operations is the most interesting chapter or at least the most fascinating. Hoffenaar argues convincingly that NATO was an open book to the East Germans. Besides classic clandestine operations, the East Germans proved adept at open source analysis. For example, they gleaned important information both from their observation of NATO exercises combined with analysis of accounts of those exercises. Not surprisingly, East German intelligence sought to determine which NATO activities would enable them to identify indicators and thus warning of the inevitable imperialist aggression.

This short anthology titillates but does not entirely satisfy. There is so much more to learn. Hopefully this is only the first in a series of works studying the preparation for war not only in central Europe but also from the Arctic to the Anatolian peninsula, at sea from the East Coast of North America to the Baltic and the Mediterranean and in the sky overhead. For nearly 50 years the potential for war and still another catastrophe in Europe loomed large. Now there is a chance to truly understand what went on in the capitals and defense ministries of the various countries. There remains much to be learned from this dangerous period in history.

***COL Gregory Fontenot**, USA Ret., commanded a tank battalion in Operation Desert Storm and an armor brigade in Bosnia. A former director of the School of Advanced Military Studies, he is coauthor of* On Point: The U.S. Army in Operation Iraqi Freedom *and is director of the University of Foreign Military and Cultural Studies.*



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***ON CALL**—A medical evacuation aviator at the National Training Center (NTC), Fort Irwin, Calif., stands by his UH-72 Lakota helicopter during a decisive action training environment (DATE) training rotation held in November 2012. After a decade of conducting counterinsurgency mission rehearsal exercises to train brigade combat teams for deployment to war zones, NTC is conducting DATE training rotations, which train units for full-spectrum operations that simultaneously range from force-on-force armor engagements to wide-area security missions to prepare soldiers for future operations. Decisive action training rotations at NTC will increase in the next two years as forces in Afghanistan are reduced. An article about that training will appear in next month's issue.*

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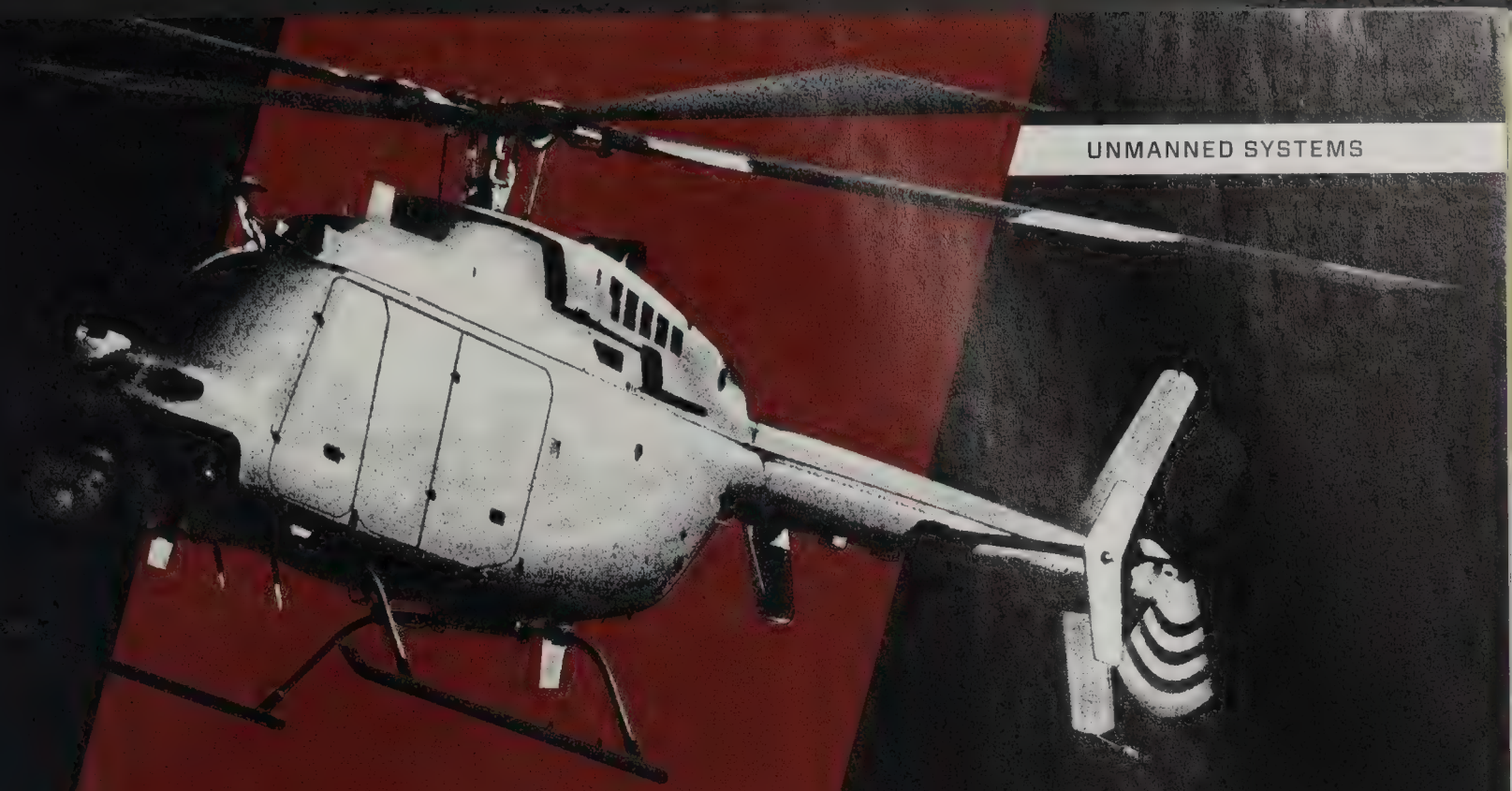




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Letters

Mission Command

■ Inspired by our Army's renewed emphasis on Mission Command, I helped coordinate the "Mission Command at the Company Level" article in the January issue of ARMY. In the process of working on that article, we noted that the concept of decentralization is fundamental to understanding Mission Command.

GEN Martin E. Dempsey, in his Mission Command white paper, uses the term *decentralize* five times on the first page. Army Combined Arms Center commander LTG David G. Perkins, in his June 2012 ARMY article on Mission Command, also emphasized the importance of decentralization. He wrote, "Our entrance into Kandahar and Baghdad marked the beginning of a transition to decentralization and empowerment for our Army upon which we continue to build. We evolved out of necessity. To meet and exceed the operational tempo of our enemy required a requisite decentralization of the formal decision-making processes within our fighting units."

When the conditions demand it, effective units decentralize and give up control. But let's call a spade a spade. Army leaders like control, and they like to be highly involved in achieving desired outcomes. I know I do. And the only time we seem to decentralize and give up control is when we have to. Strong, "type-A" commanders believe that subordinates must earn their trust, and this is true, but our natural bent as a culture is to be patriarchal. A patriarch wants his people to have responsibility, but believes that they just aren't ready "yet."

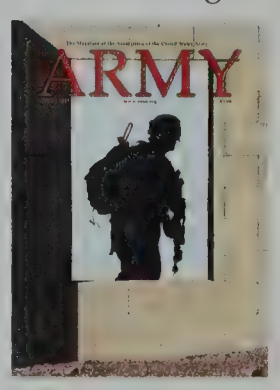
COL Tom Guthrie, in his June ARMY article on Mission Command, wrote that "true decentralization would require leaders to accept the fact that they will be consciously abdicating the responsibility of the outcome to subordinates. If we cannot embrace that sort of true decentralization, then Mission Command in execution will be viewed as hypocritical." I don't know about you, but that makes me uncomfortable. When your page is bent one way, the only way to make it stand up straight is to bend it the other way. I think that Guthrie is "bending our page."

Sometimes there are disconnects between what we say and what we do. In Iraq, in early 2009, for example, we said we wanted Iraqi Security Forces (ISF) in the lead, but we just didn't think they were ready yet. It took the Iraq Security Agreement, which forced the U.S. military out of cities, for us to stop controlling the ISF. Many U.S. Army company commanders believed that the security agreement mandate would not work. What generally happened, however, was that the ISF stepped up to the responsibility once they actually had responsibility. (See CompanyCommand, "Iraqi Security Forces Galvanized into Action," ARMY Magazine, April 2010.)

If, as GEN Dempsey wrote about the near future, "Decentralization will occur beyond current comfort levels

This Month's Cover

A soldier is silhouetted in a window of a National Training Center (NTC) mock village as his brigade combat team (BCT) undergoes a decisive-action training rotation at the Fort Irwin, Calif., training facility. After nearly a decade of training BCTs for counterinsurgency deployments to Iraq and Afghanistan, NTC has initiated decisive-action training rotations that include armored force-on-force scenarios and the full spectrum of wide-area security operations. Decisive-action training rotations will increase as deployments to Afghanistan decrease and will prepare the Army for future operations. The article begins on page 26.



(Cover photograph by Dennis Steele)

and habits of practice," then perhaps we need to put in place mechanisms, like the security agreement, that force us out of our comfort zones when it comes to decentralization and the other tenets of Mission Command.

COL Tony Burgess
West Point, N.Y.

Strategic Leaders

■ I just finished reading LTG James M. Dubik's "Front & Center" piece "On Becoming a Strategic Leader" in the January issue of ARMY and found him right on the mark. It's too bad certain points were not underlined or highlighted in some fashion to let a reader know how critical they were; for example: "climate in which respectful argument can occur" and "participate in civil-military discourse with integrity and respect."

In fact, I felt as if I were reading another section of *On War* by Carl von Clausewitz. LTG Dubik's message is timely, and the issues he raises are seriously relevant to today's Army.

I do not see the Army properly addressing the issue of encouraging strategic thinking, however, and I use my recent experiences as an instructor and an observer at a TRADOC [Training and Doctrine Command] Center of Excellence school as an example. The students' education seemed to play second fiddle to every other event that popped up on the schedule. They were missing from class for all sorts of sanctioned reasons. The training schedule itself was so filled with errors that it was virtually unreliable. The students themselves often treated their attendance at the school as a time to spend with family and as some sort of break from traditional duties.

While I strongly concur with LTG Dubik's theme about needing to implement "a management scheme that allows for continual reality-based feedback, learning and adaptation," I did not witness that concept implemented where I worked. Perhaps there are other centers of excellence that stand out as examples to emulate in their education of our soldiers. I fear, however, that we are stuck doing business as usual and producing graduates who are reluctant to speak up, feeling they would only be identifying themselves as non-team players.

I suggest that someone audit the various programs used to educate our future leaders and see if what they are taught—and how they are taught—truly encourages them to become strategic leaders who can open their minds and think beyond the proverbial box.

MAJ Art Robinson, USA Ret.
Locust Grove, GA

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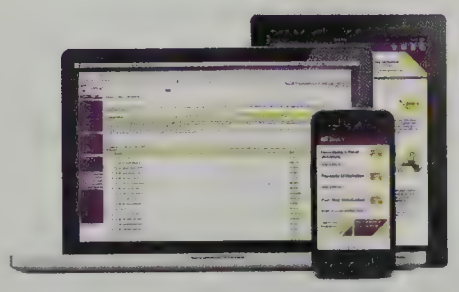
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Washington Report

President Signs Defense Authorization Bill

In late December, Congress resolved differences between House and Senate versions of a defense budget and passed a compromise $633 billion defense authorization bill funding the fiscal year that began last October 1.

The legislation was sent to President Obama who signed the bill into law in early January. He had previously threatened a veto, but the negotiators who effected the compromise spending bill said that it addressed his earlier concerns.

The bill authorizes $552.2 billion for DoD's base budget and $88.5 billion for overseas contingency operations, including the war in Afghanistan. The bill authorizes $1.7 billion more than the President requested and includes funds for armored vehicles and upgrades for tanks and the Ground Combat Vehicle program. Among its other provisions are the following:

- It calls for a 1.7 percent pay raise and extends bonuses and special pay for military personnel beginning January 1, 2013.
- It rejects higher TRICARE fee hikes proposed by the President and DoD but does increase copays from $12 to $16 in 2013 for retail brand-name prescriptions.
- It establishes a cap on pharmacy copays beginning in 2014 that would allow fees to increase by no more than the annual retiree cost of living adjustment. A five-year pilot program requires TRICARE for life recipients to refill maintenance prescriptions by mail order.
- It provides for the first time health-care coverage for abortion for military women and their dependents in cases of rape or incest. Previous DoD rules allowed abortion coverage only when the mother's life was in danger.
- It requires DoD to report to Congress on possible military options in Syria.
- It allows same-sex marriages on military bases in states where such marriage is legal but includes a conscience clause that allows chaplains and others who disagree with the practice to refuse to take part.
- It directs DoD to reduce its civilian and contractor workforces through 2017 by a rate at least equal to that of planned troop reductions.
- It allows the military to buy alternative fuels even if the cost exceeds traditional fossil fuels but mandates that the Departments of Energy and Agriculture must make financial contributions to the energy project.
- It prohibits the transfer of detainees from Guantanamo Bay.

Sen. Inouye Mourned. Americans mourned the passing in December of U.S. Senator Daniel Inouye (D-HI), World War II veteran and Medal of Honor recipient, who died from respiratory complications at age 88 at Walter Reed National Military Medical Center in Bethesda, Md. Secretary of Defense Leon E. Panetta called Inouye "a relentless champion of our men and women in uniform and their families."

Inouye enlisted as a private in the Army in 1943 and served with the Japanese-American 442nd Regimental Combat Team. During an assault on a German position in Italy in 1945, he lost his right arm to a rifle grenade but continued to lead his men forward, later receiving the Medal of Honor for his actions. Inouye served until he was honorably discharged with the rank of captain in 1947.

Giving up his dream of becoming a surgeon, he graduated from college under the G.I. bill, earned his law degree, and served in the Hawaii territorial House of Representatives and then the territorial Senate. He later was elected to the U.S. House of Representatives as Hawaii's first full member and took office when Hawaii became a state in 1959. He was elected to the Senate in 1962.

Senator Inouye lay in state in the Capitol Rotunda, a rare honor, and was interred at the National Memorial Cemetery of the Pacific in Honolulu, Hawaii.

TBI Coverage May Expand. The Veterans Affairs Department (VA) in December proposed recognizing five diagnosable injuries as secondary to service-connected traumatic brain injury (TBI). The VA plans to add a subsection to its adjudication regulation stating that if a veteran who suffered a service-connected TBI suffers from one of the five illnesses, then that illness will be considered service-related as secondary to the TBI.

Service connection under the proposed rule depends partly on the severity of the TBI and the period of time between the brain injury and the onset of the secondary illness. Failing to meet the time and severity standards does not preclude a veteran from establishing a direct-service connection.

The addition of the illnesses is the result of a report by the National Academy of Sciences, Institute of Medicine (IOM), which found that "sufficient evidence of a causal relationship"—the institute's highest evidentiary standard—existed between moderate or severe levels of TBI and diagnosed unprovoked seizures. The IOM also found sufficient evidence of "an association" between moderate or severe levels of TBI and Parkinsonism; dementia (which VA understands includes Alzheimer-type pre-senile dementia as well as post-traumatic dementia); depression; and hormone-deficiency diseases that may result from hypothalamo-pituitary changes. The report associated depression with mild TBI.

Officials have been accepting comments on the proposed rule and will publish a final regulation after considering them.

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News Call

OEF Downsizing Continues

Teams of 316th Sustainment Command (Expeditionary) soldiers have been working for months helping with vehicle and equipment retrograde operations at bases across Afghanistan as Operation Enduring Freedom draws toward a close. The Army Reserve soldiers serve as part of Redistribution Property Assistance Teams, inspecting mine-resistant ambush protected vehicles (among other types), containers and non-rolling equipment for ammunition, explosives, brass and any other items that might prevent the equipment from passing through customs on its return to the United States.

The retrograde operation is a collaborative effort among all strategic partners across DoD, including the U.S. Army's 1st Sustainment Command of Third Army/U.S. Army Central, which manages the retrograde of equipment out of the U.S. Central Command area of responsibility. The Army Reserve soldiers of the 316th had completed more than 1,000 inspections by the end of the year and were on track to perform another 2,500.

The United States has approximately $48 billion worth of equipment in Afghanistan, including more than 35,000 vehicles and 95,000 shipping containers.



As members of Redistribution Property Assistance Teams in Afghanistan, a group of 316th Sustainment Command (Expeditionary) soldiers have been inspecting equipment for redeployment back to the United States. From left: SSG Ramon Delgado, SPC Matthew Henderson, SPC Patrick Claybaugh and SFC Adam Hamilton.

U.S. and Iraq Sign MOU. The United States and Iraq signed a memorandum of understanding (MOU) in December (a year after the last American combat troops left the country), which reaffirms their commitment to an enduring strategic partnership as well as defense and security cooperation. The agreement is in effect for five years and automatically renewed each year thereafter, though either country may discontinue the MOU at any time.

Strengthening security cooperation will include increasing Iraq's security capabilities and modernizing its security forces. To continue the defense and security cooperation fostered in the Strategic Framework Agreement signed in 2008, the two countries intend to undertake various activities. They include reciprocal visits and meetings by high-ranking delegations to military facilities and institutions; exchanges of instructors, training personnel and students between military academies; counterterrorism cooperation; joint exercises; exchanges of information; and defense planning.

3rd ID with Kuwait Troops. Soldiers of 3rd Armored Brigade Combat Team, 3rd Infantry Division (ID), and Kuwaiti troops assigned to the 15th Mubarak Brigade conducted a live-fire exercise near Camp Buehring, Kuwait, in late November.

Called Saweyan Shield (*saweyan* is Arabic for *together* or *unity*), the exercise at the Udairi Range Complex was the culmination of several weeks of partnered training that began with such basic skills as first aid and progressed to more complicated tasks such as urban operations.

Commanding general, LTG Vincent K. Brooks, Third Army/U.S. Army Central and deputy commanding general, MG Gary H. Cheek, observed the event, which began with four Bradley fighting vehicles and more than a dozen Kuwaiti M-84 tanks in a defensive position. Kuwaiti F-18 Hornets and AH-64 Apache helicopters then attacked targets.

Third Armored Brigade Combat Team, based at Fort Benning, Ga., un-

cased its colors at Camp Buehring in July and has been conducting joint training, exercises and security operations with its Kuwaiti counterparts.

Training HQ Staff. Unified Endeavor, a multi-tiered, command-post mission rehearsal exercise, was held at U.S. Army Europe's Joint Multinational Training Command (JMTC) in Grafenwoehr, Germany, in December.

The exercise trained III Corps headquarters staff from Fort Hood, Texas, for missions in Afghanistan. More than 1,800 U.S. and multinational soldiers from more than a dozen European countries participated.

The Joint Multinational Simulation Center at JMTC modifies scenarios to meet commanders' training requirements and uses simulations to stimulate their Mission Command systems and replicate intelligence systems.

The system reacts to decisions the commander and staff make, and they become part of the scenario. In addition, commands can see the action in real time and can direct and improve outcomes.

FET Soldiers Test Vest. Members of the Female Engagement Team (FET), 1st Brigade Combat Team, 3rd Infantry Division, Fort Stewart, Ga., were among the first soldiers in the Army to receive armored vests tailored to fit the female body.

The soldiers, who deployed to Afghanistan in December, will test the vest in theater as they work directly with local women alongside male security-force assistance teams.

The 101st Airborne Division (Air Assault) first suggested changes to the vest in 2009, reporting fit and maneuverability issues as more female soldiers went outside the wire. The weight and shape of the standard vest affected the soldiers' ability to operate and draw their weapons. U.S. Army Natick Soldier Research, Development and Engineering Center in Massachusetts developed the new design and determined that some 85 percent of the women in the Army were wearing a vest at least one size too big, with more than half wearing a vest two sizes too big.

The Army now has about 100 of the new tactical vests, which are shorter in the torso and feature adjustments to the chest and shoulder areas. The parts come in multiple sizes and can be custom fitted, but hold the same ballistic plates soldiers have been wearing and provide the same protection. The Army hopes to release 3,000 of the vests by this summer.

Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed supporting Operation Enduring Freedom from December 1 to December 31, 2012. All names have been released through the Department of Defense; families have been notified.

SFC Darren M. Linde, 41
SFC Kevin E. Lipari, 39
SGT Enrique Mondragon, 23
SPC Tyler J. Orgaard, 20
SSG Nicholas J. Reid, 26
PFC Markie T. Sims, 20
SSG Nelson D. Trent, 37
SSG Wesley R. Williams, 25

U.S./Japan Exercise. The U.S. military and members of the Japanese Ground Self Defense Force (JGSDF) held their bilateral training exercise, Yama Sakura (YS), at Camp Sendai, Japan, in December. Held twice a year, YS is designed to enhance the combat readiness and interoperability of ground-based elements of the two countries.

"Over the past generation," said LTG Francis Wiercinski, U.S. Army Pacific commander, at the opening ceremony, "it has been a key component of the U.S.-Japan military relationship."

U.S. and JGSDF servicemembers team up during YS to track lessons and share products, tactics and procedures. A U.S. team from the Center for Army Lessons Learned (CALL) at Fort Leavenworth, Kan., deployed to Japan to coach, teach



U.S. Army/CPL Emily Knitter

PFC Cheryl Rogers (left) tries on the Generation III Female Improved Outer Tactical Vest with the help of 2LT Chelsea Adams. The two soldiers are part of the 1st Armor Brigade Combat Team Female Engagement Team, which will test the new armor while deployed to Afghanistan.



Multinational service-members address troops during the opening ceremony of exercise Yama Sakura 63 in Japan in December.

and mentor during the exercise and gained insight from the Japanese defense forces. CALL, formed in 1985, deploys team members to areas around the world for six-month and one-year periods to gather information on historic and emerging trends, record them and use the information in training sessions.

The exercise offered the two nations another opportunity to collaborate. The U.S. Army Noncommissioned Officer Corps served as a model for the JGSDF, and during YS, U.S. Army Pacific CSM Frank Leota and U.S. Army Japan CSM Steven Payton were able to visit a new noncommissioned officer school at Camp Sendai and gather ideas to incorporate into U.S. training.

Cyber War Readiness. The Army is expanding its cyber warfare capabilities as the 780th Military Intelligence Brigade works to reach full strength and complete its new headquarters building at Fort Meade, Md., by the end of fiscal year 2013.

The brigade's strength, currently about 600, will grow to about 1,000 people. Sixty to 80 percent of the personnel will be soldiers, and the rest will be Army civilians and contractors.

"A decade ago, we were just a detachment," noted COL Jennifer G. Buckner, the brigade's commander. "Then we grew to a company, then a battalion, and [in 2011] we stood up the brigade."

In 2012, the brigade expanded its intelligence military occupational specialties to include a newly designated one—35Q, or cryptologic network warfare specialist—a position COL Buckner said requires "an extraordinary degree of technical proficiency, initiative, responsibility and a great deal of creativity."

The brigade was established in October 2011 to counter the ever-growing threat from cyber attacks, including criminal hackers and state-sponsored entities. It conducts signals intelligence and computer network operations and enables dynamic computer defense operations of Army and DoD networks.

In addition to the headquarters at Fort Meade, the 780th has subordinate units in Augusta, Ga.; San Antonio, Texas; and Honolulu, Hawaii. It falls under the operational control of Army Cyber Command at Fort Belvoir, Va., and works closely with the U.S. Army Intelligence and Security Command there and with U.S. Cyber Command at Fort Meade.

Army North Trains DSCs. In December, 22 National Guard generals and colonels representing 18 states and the District of Columbia attended a dual-status commanders' (DSCs) orientation course sponsored by U.S. Army North (Fifth Army) at Fort Sam Houston-Joint Base San Antonio, Texas.

The five-day course, which is conducted twice a year, is designed to prepare National Guard leaders and other potential joint task force commanders to direct both state National Guard forces and federal active duty troops in response to domestic incidents or disasters, such as Hurricane Sandy.

The leaders took an orientation course at North American Aerospace Defense Command and U.S. Northern Command in Colorado Springs, Colo. After two days of training during a conference at Army North, they took the National Capital Region Orientation Course in Washington, D.C.

LTG William Caldwell IV, U. S. Army North commanding general, told the participants the course is an opportunity to meet with the Joint Force Land Component Command, which supports them as commanders of armed forces in the United States when Title 10 is activated. Under Title 10, reserve compo-

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U.S. Army/SSG Sharilyn Wells



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Operation Toy Drop. *U.S. Army paratroopers jump from an Air Force C-130 Hercules aircraft over Fort Bragg, N.C., during the 2012 Randy Oler Memorial Operation Toy Drop in December. The operation is an annual holiday event at Fort Bragg in which Army paratroopers donate new, unwrapped toys for children in exchange for a chance to train and jump with foreign jumpmasters. The week-long event combines the efforts of Army, Air Force and civilian service organizations.*

nents may be called to active duty in the event of war or national emergency.

Fuel-Efficient Vehicles. The number of gas guzzlers in the Army's fleet has declined significantly in recent years as it turns to smaller, more fuel-efficient vehicles, including high-mileage gas or diesel, hybrid and electric vehicles. The savings are important because the Army uses more commercial vehicles than any other organization in the federal government except the U.S. Postal Service.

In 2008 the Army began requiring commands to purchase more fuel-efficient vehicles than those they were replacing. Army command fleet managers and installation fleet managers were established the same year to provide policy guidance. Now, large sedans and sport utility vehicles are restricted and require approval based on mission requirements.

To meet a federal fleet performance mandate, the Army must reduce fossil fuel consumption by 2 percent a year from the 2005 baseline until 2020. The Army is on track to exceed that goal, and preliminary figures for fiscal year 2012 indicate that its aggregate reduction will already be close to 17 percent instead of the baseline target of 14 percent. The Army must also increase the amount of alternative fuel it uses each year by 10 percent from the 2005 figure through 2020, a total of about 159 percent. With current alternative fuel use more than 1,156 percent higher than it was in 2005, the Army has already achieved that goal.

NG Helps Border Patrol. As part of a newly extended agreement, up to 300 National Guard personnel will remain deployed for another year along the U.S.-Mexico border helping U.S. Customs and Border Patrol agents in the Southwest.

President Obama authorized the temporary deployment of the National Guard in 2010 to assist law enforce-



U.S. Army

Army engineers at the U.S. Army Research, Development and Engineering Command's tank and automotive center are working on the next generation Army vehicles by testing concepts such as the Fuel Efficient Demonstrator-Bravo.

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PFC Matthew Zajac, US Army, 2nd Infantry Division, Fort Carson, Colorado and his father, Mike, photographed at a Fisher House in San Antonio, Texas.

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ment in the interception of illegal aliens, drugs, weapons and money from Mexico. The original force then deployed was 1,200.

National Guard troops were first deployed to the border during the administration of President George W. Bush so that Border Patrol could build strength and improve its mission capability. The National Guard troops have always played a support role and do not directly intervene.

Guard Birthday. National Guard leaders, members of Congress and others celebrated the National Guard's 376th birthday in December in Washington, D.C.

The National Guard was formed in December 1636, when the Massachusetts General Court in Salem decreed that all able-bodied men between the ages of 16 and 60, excluding ministers and judges, had to serve in the militia. Military tactics had to be taught and exercised, and the citizens of Massachusetts Bay Colony had to take responsibility for defending its settlements and would be called upon to fight when needed.

The militia system of self-defense, imported with the colonists from England, was their best chance of succeeding in a rugged environment where they had to be self-sufficient to survive. When the Pequot Indian nation threatened settlements throughout New England, other colonies, among them Connecticut and Rhode Island, mustered militias to defend themselves.

Massachusetts proved to be the first of the colonies to maintain continuous service. Four lineal descendants of the Massachusetts militia remain in the state's National Guard: the 101st Engineer Battalion, the 101st Field Artillery, the 181st Infantry Regiment and the 182nd Infantry Regiment.

WWII at Watervliet. As part of the Pearl Harbor Day remembrance at Watervliet Arsenal, N.Y., last December, 99-year-old World War II veteran and Arsenal retiree Ernie Blanchet returned and shared his recollections. His father was a machinist there during World War I, so his memory stretches back to when the Erie Canal flowed through the Arsenal.

Blanchet had been at work at Watervliet less than six months before Pearl Harbor was attacked. He arrived the following Monday to find "armed security guards had closed all the gates except for one." When the lines at the gate became backed up while each person was checked, hundreds of people scaled the walls to get to work on time, Blanchet said.

Security tightened inside, too, where security badges were issued that granted limited access to the buildings. "I was lucky because I was on the quality control inspection team," he said. "I had access to every building, which made me feel very special."

In 1944, Blanchet enlisted and served on a destroyer escort ship until he was discharged after the war. He returned to the Arsenal and worked there until he retired in 1971. He plans to return again—at age 100—to help the Arsenal celebrate its 200th anniversary this July. ★

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Front & Center

Opportunities Knock

By GEN Frederick J. Kroesen
U.S. Army retired

At a recent ceremony at the Army War College honoring graduates who have continued their service to the nation long after their retirement from their Army careers, I was asked what I thought the current student body should expect, should achieve or should garner from their school year at Carlisle Barracks, Pa.

My response, unprepared and unrehearsed, is summed up in one word: *opportunities*—an opportunity to increase knowledge, an opportunity to expand intellectually, and an opportunity to pursue the competence and confidence required to make decisions and take actions necessary to maintain the quality of the Army, the attractiveness of the profession and the contribution of landpower to our national security. Overall, it is an opportunity to conceive the magnitude of the tasks ahead and the role the Army must fill.

This year I am celebrating the golden anniversary of my 1962 graduation from the institution, and I am not sure I understood those opportunities at that time, but they became apparent to me in later years. Then I was still cogitating on how much I didn't know about national and international military affairs before attending the War College, but that was not a revelation—I had been equally surprised about my ignorance before every course at the Army schools I had attended earlier. As I look back on the 20 more years I was to serve, I still had a lot more to learn, and I was continually surprised at what I did not know. Education is never complete, and experience is the greatest teacher, but it requires continuing attention and interest.

That lesson is important to the entire officer corps and to our career noncommissioned officers as well. Graduates of the War College and the Sergeants Major Course at Fort Bliss, Texas, have the advantage of formal instruction, but that does not foreclose on others obtaining the same education through the study of field manuals, the reading of military history and following the daily, weekly and monthly news accounts of military and world affairs that are establishing both the challenges of the day and the history we hope to learn from in the future.

The Army and Department of Defense budgets suffer feasts and famines as threats to our security wax and wane or are subject to differing interpretations and when our economy booms or busts. Current thinking in Washington proffers that feasting during the past decade or so requires fasting for the next few years. It is that condition that our leaders must anticipate and learn to live through, and there is no preparation better than the principles provided by the historical experience reflected in the manuals and history books. All that has gone before will not solve the problems ahead but will provide guidance to be applied.

Designing, organizing and maintaining the Army forces of future years cannot be patterned on what has gone before. Innovation, experiment and consistency of principle will not be simple or easy, and determined, knowledgeable leadership will be required through a whole host of challenges. As this is written, sequestration is about to become the law of the land, and relief from its provisions is not promised. The war on terrorism; the spread of nuclear, chemical and biological weaponry; an electro-magnetic pulse attack; the development of peer competition; coalitions of anti-American nations; and even nongovernmental contenders all portend serious problems to be solved if our national security is to be guaranteed. Opportunities will abound.

Throughout history—during our wars, police actions, contingency operations or whatever threats—we have had Army leaders equal to the tasks because they were intellectually and morally prepared to employ that feast of resources that American industry and public commitment always provide. Then, during the famine periods, we have always had a nucleus of officers and NCOs who held the Army together and prepared it, and themselves, for the next crisis, conscious always of philosopher George Santayana's sage advice: "Only the dead have seen the end of war."

During that ceremony at Carlisle one of the honored guests reminded all of another bit of advice offered by a modern sage, GEN Creighton Abrams, to at least one of the preceding classes, and I paraphrase: "Remember, the higher you climb the pole of leadership in your professional career, one bit of your anatomy becomes a more inviting target for the slings and arrows of the critics. GET READY." □

***GEN Frederick J. Kroesen**, USA Ret., formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.*

For Army Combat Units, How Small Is Too Small?

By Richard Hart Sinnreich

Here's an interesting question for students of Army force design: Which is easier to do in the crunch—aggregate small, self-contained fighting units into larger combined arms formations, or break the latter down at need into smaller, independently committable fighting units?

The question currently is anything but academic. Facing an anticipated drawdown of as many as 80,000 troops, the Army needs to make some decisions about what sort of combat force it will draw down to, whence a good deal of current internal debate.

In part, the debate reflects uncertainty about just what tasks the Army will be expected to perform once extracted from its remaining combat commitments in Afghanistan. Formally, last January's defense planning guidance forswears future large-scale stability operations, but not all Army planners believe it.

That's especially true of the Army's special operation types, who—perhaps correctly—believe theirs to be a growth industry. Further encouraging that belief, at a defense strategy conference in late November 2012, the Pentagon's principal deputy for special operations and low-intensity conflict predicted that such tasks would remain preeminent even after U.S. combat forces leave Afghanistan in 2014.

Even if that turns out to be the case, however, the Army's special operations capabilities will continue to represent a relatively small slice of its overall force structure, if for no other reason than the very intensive (and expensive) recruitment, training and equipment that make them "special," which leaves unresolved what to do with the rest of the fighting Army.

We already know some current plans. We know that the brigade combat teams (BCTs) that constitute the bulk of the Army's combat power will diminish in number. We know that some of them, at least, will be converted to smaller security force assistance brigades designed to mentor partner forces, starting with the Afghans. And we know that current plans envision increasing the size of conventional BCTs by a third maneuver battalion, restoring those formations to a traditional triangular configuration.

Not all agree with that last change, however. For some veterans of combat operations in Iraq and Afghanistan, in which small, often isolated units have borne the lion's share of combat, the Army's tactical formations should be downsizing rather than enlarging.

Advocates offer several arguments in favor of such downsizing. First, they point out, more and more firepower increasingly is available to smaller and smaller units, informed by sensors of expanding reach and responsiveness. As a result, they argue, units require less manpower to exert control of a given slice of ground—and controlling ground and the people on it, they remind us, is what armies do for a living.

Second, they claim, modern information technologies provide a command-and-control robustness that precludes the need for a traditional pyramidal succession of headquarters. Instead, they contend, flattening tactical organization would both improve responsiveness and save manpower, without incurring the penalties that once made such enlarged spans of control unwieldy.

Finally, they point out, designing for tactical autonomy and combined arms self-sufficiency at battalion or even company level would radically increase the deployability and responsiveness of the Army's combat forces, allowing much easier tailoring to future contingencies—especially if, notwithstanding current defense guidance, the latter continue to be predominantly unconventional in character.

There's something to be said for each of these claims. But they also leave unanswered one very big question: What would happen if an Army organized in that fashion were to find itself, contrary to prevailing wisdom, committed against an enemy that didn't choose to fight in penny packets? How hard would it be to reaggregate into larger tactical formations?

The answer is, "very hard." Tactical complexity doesn't scale uniformly, as any veteran of World War II or the Korean War could attest. Large unit operations are not simply small unit actions writ large. Maneuver, fire support, logistics … all operate quite differently when large forces collide in an expansive battlespace.

Relearning how to manage that complexity only after the battle is joined is very expensive, as the Israelis learned to their sorrow during their 2006 fight with Hezbollah in southern Lebanon.

Regarding that debacle, a recent RAND report noted, "The intifada operations that had dominated IDF [Israel Defense Forces] concerns in the years before the war were allowed to take precedence over training for other types of missions, one effect of which was a loss of combined arms and joint proficiency, with crippling effects."

As the Army contracts, it can't afford to organize in a way that prevents its soldiers and leaders from developing the knowledge and skills needed to fight large formations effectively in high-intensity combat.

Perhaps we'll be lucky enough to avoid that test during the next few decades. But were it to arise, our own design choices shouldn't force us to learn in battle what we should have learned in the training area. □

***Richard Hart Sinnreich** writes regularly about military affairs for* The Lawton *(Okla.)* Sunday Constitution. *This article originally appeared in the December 2, 2012,* Lawton Constitution *and is reprinted by permission of the author.*





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LTG Guy C. Swan III, USA Ret., Appointed AUSA's Vice President, Education

AUSA President GEN Gordon R. Sullivan, USA retired, appointed LTG Guy C. Swan III, USA retired, as the Association's vice president for education in December. He succeeds LTG Theodore G. Stroup Jr., USA retired, who retired after serving in the position for 16 years.

"Guy Swan brings a wealth of experience and expertise to AUSA," said GEN Sullivan in announcing the appointment. "He has served his country, the Army and the profession of arms in peace and war in a variety of key positions, and we are pleased and honored to welcome him into AUSA's leadership ranks."

LTG Swan served as the commanding general of U.S. Army North (Fifth Army) from December 2009 until his retirement from the Army in December 2011. He will oversee AUSA's Institute of Land Warfare, ARMY Magazine and AUSA News. LTG Swan will also work with AUSA's legislative staff in its outreach to members of Congress, their staffs, the media, national and local leaders, and the public. In addition, he will coordinate AUSA's role in fostering professional development, which is an integral part of the Association's Annual Meeting and Exposition, symposia, forums and lecture series.

A career armor/cavalry officer, LTG Swan commanded at every level through Army Service Component Command during more than 35 years of active service. His other general officer assignments included commanding general, U.S. Army Military District of Washington/commander, Joint Force Headquarters-National Capital Region; commanding general, 7th Army Training Command, U.S. Army Europe and Seventh Army; chief of staff and director of operations, Multi-National Force-Iraq during Operation Iraqi Freedom; and director of operations, U.S. Northern Command. From 2002–05, he served as chief of legislative liaison, which is the Army's principal representative to the United States Congress.



Among other key assignments, LTG Swan served as commander, 11th Armored Cavalry Regiment; assistant deputy director for strategy and policy for the Joint Staff; and deputy operations officer for the 1st Armored Division during Operations Desert Shield and Desert Storm.

LTG Swan is a 1976 graduate of the U.S. Military Academy at West Point, N.Y., and holds a master of military art and science degree from the U.S. Army's School of Advanced Military Studies. He has a master of arts degree in national security studies from Georgetown University, Washington, D.C., and was a National Security Fellow at the John F. Kennedy School of Government at Harvard University, Cambridge, Mass. He is a member of the Council on Foreign Relations and is a Certified Emergency Manager and a Certified Protection Professional, board-certified in security management. □

The Battalion Commander And Command Sergeant Major: The Most Important Senior Leaders in the Army

By LTG James M. Dubik
U.S. Army retired
and
COL David M. Hodne

Battalion commanders and their command sergeants major are the senior leaders responsible for leading soldiers and caring for their families at the very tip of the Army's spear, and they both stand in the nexus of a critical two-way communication system. As such, senior leadership at the battalion level (we use *battalion* as shorthand for all similar organizations) is perhaps the most important in the Army.

The Army designed the battalion level to capitalize on a unique combination of officer and NCO leadership. In terms of officers, battalion command represents the level at which commanders are prepared most for the many challenges they will encounter. By the time an officer is selected to command a battalion, he or she would have already served in multiple leadership positions internal to the battalion—platoon leaders, company (or equivalent) commanders and staff principals. Most likely, the officer also would have graduated from Command and General Staff College and served as a battalion operations or

2013 ARMY Magazine Photo Contest

Sponsored by the Association of the U.S. Army

The Association of the U.S. Army is pleased to announce its annual ARMY Magazine photo contest. Amateur and professional photographers are invited to enter.

The winning photographs will be published in ARMY Magazine, and the photographers will be awarded cash prizes. First prize is $500; second prize is $300; third prize is $200. Those who are awarded an honorable mention will each receive $100.

Entry Rules:

1. Each photograph must have a U.S. Army-related subject and must have been taken on or after July 1, 2012.
2. Entries must not have been published elsewhere. Evidence of prior publication of any entry will disqualify it.
3. Each contestant is limited to three entries.
4. Entries may be 300-dpi digital photos, black-and-white prints or color prints. Photographs must not be tinted or altered. (Send digital photos to tspincic@ausa.org.)
5. The minimum size for prints is 5x7 inches; the maximum is 8x10 inches (no mats or frames).
6. The following information must be provided with each photograph: the photographer's name, address and telephone number, and caption information.
7. Entries must be mailed to: Editor in Chief, ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201-3385, ATTN: Photo Contest.
8. Entries must be postmarked by July 31, 2013. Letters notifying the winners will be mailed in September.
9. Entries will not be returned.
10. Employees of AUSA and their family members are not eligible to participate.
11. Prize-winning photographs may be published in ARMY Magazine and other AUSA publications three times.
12. Photographic quality and subject matter will be the primary considerations in judging.

For further information, contact Tom Spincic (tspincic@ausa.org), ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201; (703) 907-2604.

For examples of past winners, see www.ausa.org/publications/armymagazine/aboutarmy/Pages/ARMYMagazineAnnualPhotoContest.aspx

executive officer, possibly even as a staff officer at other echelons in Army or joint assignments.

The experience differential between battalion commanders and their subordinate officer leaders is huge, especially given the experience of the commander's partner in command: the command sergeant major. These two senior leaders use their experience differential to guide their subordinates through the complexity of war at the tactical level. Squads and platoons win wars, but the battalion commander and command sergeant major are directly involved in the unit's day-to-day action. They lead face to face, commonly sharing cold, wet, tired, hungry and dangerous conditions with their soldiers. Leadership at the battalion level is a near perfect combination of experience and exposure to soldiers.

Furthermore, for members of a battalion—soldiers, young officers and NCOs, as well as aspiring mid-grade officers and sergeants—the battalion command and command sergeant major *are* the Army. Both represent leaders who have "made it." The leadership they exhibit, the caring they display and the command climate they set may very well determine whether a soldier reenlists or a leader stays in the Army. The standards enforced by the battalion commander and command sergeant major result in the discipline and tactical proficiency that succeed in battle—or not. Similarly, their discipline and leadership standards are responsible for the behavior of their soldiers, units and leaders out of battle, whether in theater or at home. No one can doubt that good or bad leadership at the battalion level has a profound effect on the whole Army, but they fulfill a second, equally profound role: a two-way communication conduit.

Battalion commanders and their command sergeants major transmit, and in some cases translate, not only their senior's tactical intent but at times operational and strategic intent as well. Battalions, by design, constitute the first echelon in the Army hierarchy capable of conducting independent operations, and they have been doing this routinely in combat for more than a decade. Simply put, the Army's decentralized, Mission Command style is impossible when battalion commanders and command sergeants major cannot operate within the intent of higher.

In addition to this "downward" communication function, battalion commanders and their command sergeants major also communicate "upward." Senior commanders, whether during their own battlefield circulation or via reports, rely heavily upon battalion commanders and command sergeants major for accurate—even brutally honest—descriptions and assessments. Such communications are absolutely essential to the coherency and efficacy of wartime command and form the grist for a fact-based dialogue among echelons of command, a dialogue that increases the probability that the organization as a whole has sufficient understanding and can, therefore, adapt its operations properly to the enemy and situation it faces.

Battalions are designed to function within the nested leadership of echelons of command, making battalion commanders and command sergeants major the communications conduit connecting senior generals to those who are responsible to execute orders at the tip of the Army's spear. More than a decade of fighting has reminded all of us how important these two aspects of the battalion's organizational design are to success.



"The movies call it a *cliff hanger*, but the Army calls it *teamwork*."

The Army's current position—with the fight continuing in Afghanistan and against al Qaeda and their affiliates, but with much of the force coming home to garrison life, budget cuts, force reductions and all the challenges that these changes will bring—is indicative of how important the design of a battalion and the role of its two senior leaders will be off the battlefield. The Army consists of three relatively separate but related generations of leaders: those commissioned or recruited since 2001, who only know an Army at war; senior leaders whose tactical experience was primarily defined by the post-Vietnam and Cold War Army; and those in between. The lines between these generations are not firmly drawn. Some individual leaders do span generations, but two important points emerge: The experiences of each generation create different perspectives, and battalion commanders and command sergeants major will be a vital bridge between these generations.

Battalion commanders and command sergeants major will, more than ever, require mastery of intergenerational communication, not only in terms of translating higher intent into action but also with respect to serving as a voice for a generation of young leaders who arguably already possess many of the adaptive and creative leadership traits the profession desires to cultivate. What these young leaders lack, and what senior leadership at the battalion level must provide, is the broader context and maturity to translate their wartime experiences into meaningful training essential for subsequent generations. Over the next few years, battalion commanders and command sergeants major must be expert in training and training management.

Also required are a set of senior command sergeants major, colonels and general officers who will use the Army's echelons as the two-way communication network it is designed to



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be—at home, as they did in combat. The Army's senior leaders cannot make proper adaptive decisions that will alter institutional policies and programs unless those decisions are informed by the candor that emanates from the battalion level. Battalion commanders and command sergeants major are in direct, daily contact with the 9/11 generation of leaders; their voices must be sought, listened to and used.

As extensive as the battalion commander's and command sergeant major's experience are, however, battalion-level senior leaders need to understand the complexities resulting from the challenges the Army faces, the difficulties in finding balanced solutions to these challenges, the rationale for the adaptive decisions that the Army's senior leaders make, and how these decisions must be implemented. To transmit and translate senior intent, battalion commanders and command sergeants major must know and understand it. Active and robust communications down are as important as communications up.

Battalion commanders and their command sergeants major have carried a heavy load for the Army since 2001. They have led soldiers in tough fighting; they have cared for soldiers and families before, during and after 11 years of deployments. They have stood at the nexus of the Army's two-way communication system, translating the intent of their seniors into battlefield success and delivering accurate reports to those seniors when necessary. As such, senior leadership at the battalion level has been the most important leadership in the Army. Over the upcoming years of transition, the battalion's leadership will retain its importance. □

***LTG James M. Dubik**, USA Ret., is a former commander of Multi-National Security Transition Command-Iraq and a senior fellow of AUSA's Institute of Land Warfare. **COL David M. Hodne** commanded two battalions in combat: the 3rd Squadron, 4th U.S. Cavalry, in Iraq and the 2nd Ranger Battalion in Afghanistan. He is now a U.S. Army War College fellow at Georgetown University, en route to command 4th Stryker Brigade, 2nd Infantry Division.*

GEN H. Norman Schwarzkopf, 1934–2012

GEN H. Norman Schwarzkopf, U.S. Army retired, died December 27 in Tampa, Fla., from pneumonia complications. He was 78.

He is best known as the commanding general of U.S. Central Command (CENTCOM) and military leader of coalition forces that defeated and ousted Iraqi forces from Kuwait during Operation Desert Storm in 1991. The sweeping victory was a result of months of buildup and training in Saudi Arabia, a six-week air campaign and a 100-hour ground war, during which GEN Schwarzkopf became the public face of the Persian Gulf War, staging a series of press briefings to inform the world's public and display the military technical power employed against the Iraqis.

Through disinformation and feints directed at the Iraqis, GEN Schwarzkopf surprised them with what he called a "left hook" maneuver that sent the mass of his forces far behind the Iraqis' most fortified areas, slicing into their flank and rear and cutting off their retreat while a second force pushed directly into Kuwait to dislodge them. The result was a quick and decisive victory that destroyed the Iraqi army in Kuwait and the southern portion of Iraq and minimized coalition casualties.



He was born in 1934 in Trenton, N.J., as Herbert Norman Schwarzkopf Jr. and as a teenager dropped the junior designation and kept only the initial in his first name. His namesake father—the first superintendent of the New Jersey State Police—headed the investigation into the famous 1932 Lindbergh kidnapping case in which the infant son of the famous aviator Charles Lindbergh was taken from his home and later found dead.

Like his father, GEN Schwarzkopf was a graduate of the U.S. Military Academy, West Point, N.Y., in the class of 1956. An Infantry officer, he went on to serve two tours in Vietnam, earning three Silver Star Medals and other decorations for his valor and wounds.

He earned a graduate degree from the University of Southern California in guided-missile engineering and returned to West Point to teach in that discipline.

He climbed in rank and gained experience in the Middle East, which would later serve well. In 1983, as the commanding general of the 24th Infantry Division (Mechanized), he was selected to coordinate the joint task force that invaded Grenada to free American hostages.

GEN Schwarzkopf was promoted to four-star general in 1988 when he assumed command of CENTCOM. □

Historically Speaking

Do We Need an Iraqi Freedom Elevator Speech?

By BG John S. Brown
U.S. Army retired

Last month's issue of ARMY featured a review of Thomas Ricks' bruising attack on our profession, *The Generals: American Military Command From World War II to Today*. Ricks has become a popular interviewee on his chosen subject, and a fistful of pundits have picked up on his refrain. Operation Iraqi Freedom has risen to the top as an object lesson supporting Ricks' theme, and critics are now increasingly prone to attribute allegedly unsatisfactory results to military—best translated as "Army"—incompetence. This is unfair, of course, but also dangerous. If one believes that the most significant causes of unhappy results were the decisions and advice of senior Army leaders who were overruled, one should go to great lengths to assure that Army counsel is not similarly ignored in the future. No one will listen to us if we are presumed to be incompetent. Unfortunately, our detailed postmortems will be read by few. Our comeback for broad audiences has to be as readily grasped as the pundits' simple accusation that our generals were incompetent. If one is looking for "bullets" suitable in an elevator speech, I recommend six.

First, there were far too few troops for the assigned and assumed missions. Occupations and counterinsurgencies are manpower intensive. We knew this. British colonial successes featured a ratio of one reliable soldier for 50 people in a contested population. A study of American experience suggests one can make do with one in 100. This presents a requirement of between 300,000 and 600,000 to occupy Iraq. Our then-Chief of Staff of the Army, GEN Eric K. Shinseki, famously recommended several hundred thousand to Congress. The Army Staff supported the Chief and provided estimates of its own. Overseas, U.S. Central Command (CENTCOM) Coalition Forces Land Component Command (CFLCC) planners came at the problem through a different angle—troop-to-task analysis—but had about the same result. They envisioned 20 brigades with supporting troops, or about one soldier for every 100 Iraqis. Then-Secretary of the Army Thomas E. White was called on the carpet to disavow these sober projections. He refused and was fired. This was no dereliction of duty in speaking truth to power. It is hard to imagine a point being more strongly made or more summarily rejected. Several years later, the "surge" of 2007 redressed the numerical shortcomings in part.

Second, we had to fight unnecessary enemies. Absent sufficient numbers of American and allied troops, CFLCC planners anticipated turning to former Iraqi units to provide security. In this they had the "Panama model" in mind, hearkening back to Operation Just Cause and the rapid refielding of Panamanian units. "Bad actors" could be plucked out of units after the fact when identified, but a substantial trained force could be quickly deployed under American auspices on the American payroll. The CFLCC plan was embraced by retired LTG James (Jay) Garner, the veteran leader of Operation Provide Comfort in Kurdistan (1991) heading up civil administration with his Office of Reconstruction and Humanitarian Assistance (ORHA). Garner also planned a light touch with respect to "de-Baathification," moving out only the most problematic functionaries and administrators but leaving the rest intact. Garner was replaced by the better connected and more ideologically driven Ambassador L. Paul Bremer III and his Coalition Provisional Authority. Despite vigorous objections, Bremer "fired" the Iraqi Army and dismissed the Baathist administrative structure virtually overnight. CFLCC/ORHA Phase IV planning for Iraqi Freedom was undone, and chaos ensued. To hear Garner explain it, we made 600,000 enemies in a single day. In 2007 GEN David H. Petraeus reversed the worst of this when he put the "Anbar Awakening" on the American payroll, hiring many of the people Bremer had fired four years earlier.



U.S. Army



Dennis Steele

A soldier from Company B, 3rd Battalion, 15th Infantry (B-3/15 Infantry), 3rd Infantry Division (Mechanized), provides overwatch near a Bradley fighting vehicle during clearing operations in Objective Hannah south of Baghdad in Operation Iraqi Freedom in 2003.

Third, our political leaders declared victory too soon. President George W. Bush's "mission accomplished" aircraft carrier photo opportunity proved symbolic of a larger delusion. In their haste to minimize costs and celebrate victory, political leaders imposed interruptions on troop flow (most notably those of the time-phased force and deployment lists), which denied depth and sustainability. Bad news proved unwelcome. There was a month-long battle within the Pentagon to even be permitted the term *insurgency*. Worse, we were enjoined to pull the carefully selected and rehearsed "dream teams" embedded in the CENTCOM and CFLCC staffs out of theater prematurely and to turn operations over to a Combined Joint Task Force-7 (CJTF-7) hastily assembled around the V Corps headquarters. CJTF-7 had the customary growing pains of an ad hoc montage, complicated by the fact that its officer and NCO strength more than tripled from about 300 to nearly 1,000 in the midst of conducting a war. Many staff sections averaged about 50 percent fill for months. Services filled many of their positions 120, 60 and even 30 days at a time. It took a year to get things right, by which time 19 general officers and their entourages served in a headquarters where one had served before. LTG Ricardo Sanchez started his war with three strikes already against him: too few troops, too many enemies and an ad hoc staff not designed for his mission. This is not to mention that the mission itself expanded considerably in the direction of nation building during his tenure.

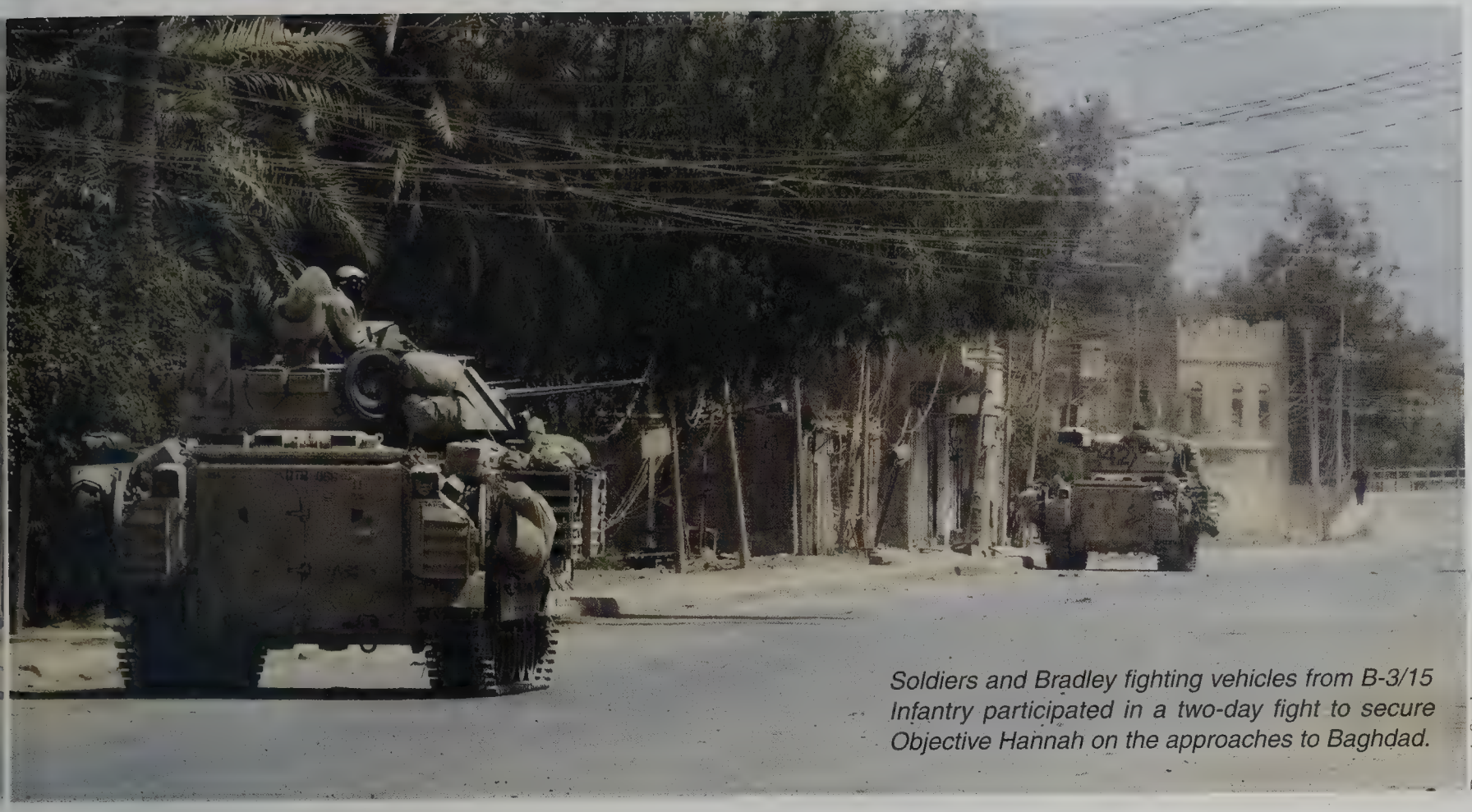
Fourth, the Army *did* understand unconventional warfare and operations other than war going in and had considerable experience at them. Pundits seem to believe GEN Petraeus invented counterinsurgency doctrine between tours in Iraq and then foisted it upon the uncomprehending dunderheads who were his colleagues. In fact, the body of doctrine existing before 2003 was respectable, unconventional operations had been routine features of staff analyses and training exercises for a dozen years, and the Army had had considerable relevant recent experience in Somalia, Haiti, the Balkans, Afghanistan and elsewhere.

The 2003–2004 diary of a Bradley company commander in Iraq, since published by the Army Center of Military History, illustrates the point. He started out imbued with an appreciation of the responsiveness to civil issues, tough love and cultural familiarity necessary to progress in Iraq. He soon became the temporary "mayor" of several villages, established a continuous presence with routine foot patrols and a forward outpost, developed workable relationships with the locals, and delivered a few hard knocks to insurgents. Unfortunately, the occupation could afford few operational reserves, so his company kept getting called away into combat in the face of attacks elsewhere, notably Samarra, in a "whack a mole" sort of way. Each time he returned to his ostensible base, he found his grip had slipped further. Cooperating locals had been killed, indigenous security had become intimidated, and insurgents had become better organized and more daring. He lost traction on his own turf because he was too often dispatched to secure the turf of others. I identify with his frustration; he is my son. The surge of 2007 allowed numbers sufficient for both a forward presence and an operational reserve.

Fifth, the Army did demonstrate institutional shortcomings going into Iraq but expediently addressed them and improved its performance with respect to them over time. Most notably, the Army in Iraq lingered in the big battle mind-set when that threat had already passed, initially had

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***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. He has a doctorate in history from Indiana University. His book,* Kevlar Legions: The Transformation of the U.S. Army, 1989–2005, *was published in 2011.*



Soldiers and Bradley fighting vehicles from B-3/15 Infantry participated in a two-day fight to secure Objective Hannah on the approaches to Baghdad.

Dennis Steele

a maladapted intelligence structure deficient in local human intelligence, had far too few linguists early on, was spotty in its appreciation of local culture, was unprepared for the numbers and nature of the detainees it captured, and experienced difficulty settling on appropriate rules of engagement. These weaknesses were ever less extant as time went on. They also explain but a lesser fraction of the difficulties incurred. Had there been more troops, fewer enemies and an appropriately manned joint headquarters, they would have counted for less.

Perhaps the most noteworthy examples of Army self-improvement and flexibility under fire relate to improvised explosive devices (IEDs). Long considered a battlefield nuisance, IEDs became the weapon of choice for insurgents loath to close with heavily armed American units. A cat-and-mouse game ensued as both sides attempted to outsmart each other with tactics, triggering methods, jamming techniques, intelligence, surveillance, protective methods and countermeasures. Within two years, the number of IED attempts quadrupled and featured far more potent munitions, yet American casualties to them remained static. Adaptability and self-improvement are hallmarks of a capable army, as the Army in Iraq demonstrated.

Finally, the Army gave a good account of itself in Iraq, despite the hand it had been dealt. The conventional phase was not perfect but nevertheless masterful. It demolished a formidable million-man army and overran 170,000 square miles at a cost of 172 dead. The pivot to unconventional operations proved difficult, for reasons already discussed. Once faced with insurgency, the Army overcame long odds to maintain an effective grip on a restive nation. Time and again its counterforce performance was superlative, and it turned in creditable performances with regard to population and resources control and nation-building as well. It hosted several respectable national elections and midwived an Iraqi army from scratch and an Iraqi government with reasonable claims to legitimacy. It resolved issues amenable to a military resolution. The resolution of larger and longer-term Iraqi social, cultural and political issues would have required an investment the American people were, quite sensibly, unwilling to make. This was not an Army decision.

The United States Army and its leadership have fallen victim to the "blame game" before, an insult both to our soldiers and to our country. We should rigorously assess our performance, acknowledge our mistakes and shortcomings, and strain every nerve to redress them. We should not stand mute, however, when others misrepresent the past at the expense of our reputation. It would be a shame if future political leaders came to the opinion they could get better military advice and counsel from the likes of Thomas Ricks than they could from the leaders of our Army. ★

Recommended Reading:

Brown, Todd S., *Battleground Iraq: Journal of a Company Commander* (Washington, D.C.: Department of the Army, 2007)

Fontenot, Gregory, Degen, E. J. and Tohn, David, *On Point: The United States Army in Operation Iraqi Freedom* (Fort Leavenworth, Kan.: Combat Studies Institute Press, 2004)

Wright, Donald P. and Reese, Timothy R., *On Point II: Transition to the New Campaign: The United States Army in Operation IRAQI FREEDOM May 2003–January 2005* (Fort Leavenworth, Kan.: Combat Studies Institute Press, 2008)

The National Training Center

Decisive-Action Training
'Old School Without



A visually modified opposing force (OPFOR) vehicle replicating a Soviet-era BMP climbs a hill at the National Training Center (NTC), Fort Irwin, Calif., as the OPFOR makes a conventional armored attack during a decisive-action training rotation. Decisive-action training reintroduces conventional warfare scenarios within the context of wide-area security operations that also include a range of unconventional threats.

Rotations: Going Back in Time'

Text and Photographs
By Dennis Steele
Senior Staff Writer

As first splinters of dawn hit the desert at the National Training Center (NTC), Fort Irwin, Calif., on a day in early December, the Blackhorse Regiment (11th Armored Cavalry Regiment) was back in the saddle again, spewing dust trails from their armored vehicles across NTC's vast Mojave training area as the opposing force (OPFOR) raced toward the Blue Force training rotation unit to visit virtual destruction on them. It was a taste of the old days of conventional armored force-on-force battles at NTC when hundreds of yellow blinking lights—indicating individual vehicle "kills"—filled NTC's valleys and draws.

The old days of massive armored training clashes occurred more than a decade ago, before 9/11 and the wars



in Iraq and Afghanistan, when the NTC and the Army's other training centers changed focus to prepare units for counterinsurgency (COIN) warfare.

Armor clashes are coming back in an expanded hybrid way, however, as the Army shifts from the exclusive use of its training centers to train deploying units to increasingly prepare brigade combat teams (BCTs) for future engagements, setting the training foundation for Army 2020.

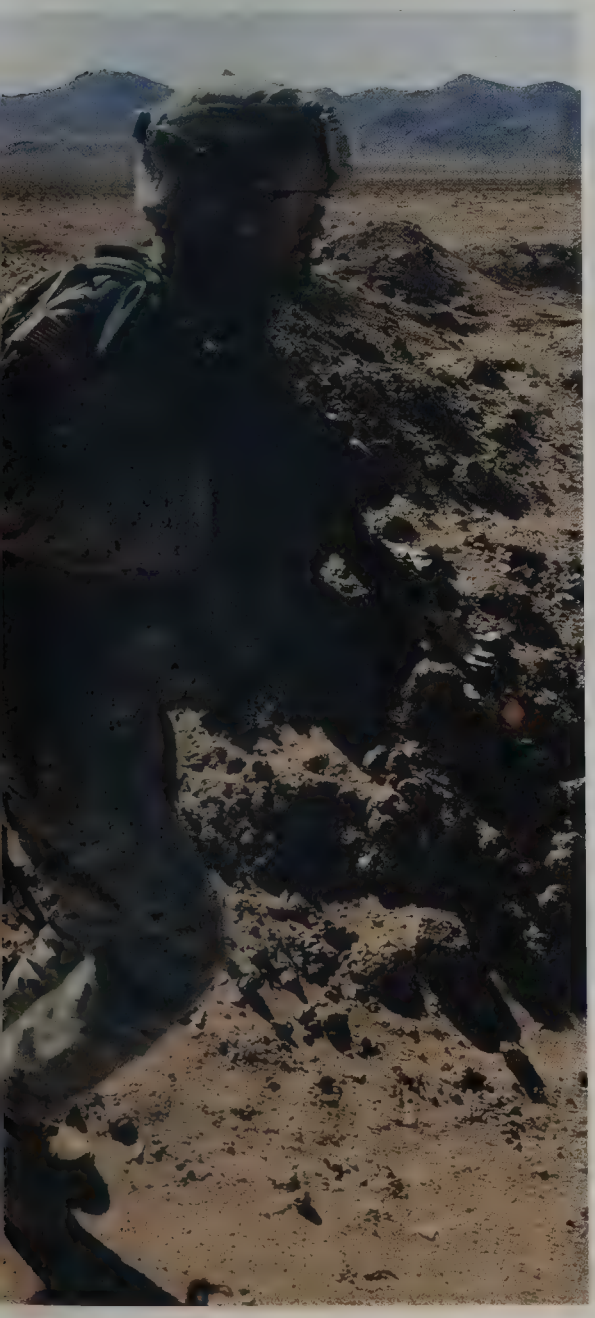
The Army's BCT collective training is entering a crossroad, gradually making the turn from COIN deployment training as requirements decrease for Afghanistan toward the Mission Command-oriented complexities of future fights, nation assistance and wide-area security.

It is called decisive-action training, and there is more to it than a reintroduction of conventional force-on-force training engagements. That type of training combines with the overall requirements of conducting wide-area security opera-



Clockwise from top left, CPT John Principe, an observer-trainer-mentor (OTM) from NTC's Tarantula Team, makes a radio call as dawn breaks during a training scenario. Bradley fighting vehicles from the 1st Brigade Combat Team (BCT), 4th Infantry Division (Mechanized), use a pass over a hill range to maneuver against the OPFOR during a decisive-action training rotation at NTC in early December. A 1st BCT platoon leader takes aim during a dismounted operation. (He wears an older desert combat uniform pattern chemical suit for training purposes.) Two 1st BCT soldiers make a dash toward the objective during a dismounted attack.











Above, a Bradley fighting vehicle waits to counter an OPFOR attack as the sun breaks at NTC. Right, a soldier role-playing as a host-nation troop (wearing the battle dress uniform pattern to identify him) jumps through a window at a mock town to fight in conjunction with soldiers from the 1st BCT, 4th Infantry Division (1st BCT/4th ID) as they undergo decisive-action training at NTC.

tions that include COIN elements and a few extra wrinkles. Decisive-action training rotations will prepare BCTs for what the Army sees as the probable thrust of future deployments and engagements they will face.

Decisive action includes pretty much everything from armor fights to humanitarian operations (simultaneously) with insurgent forces and criminal gangs thrown into the mix along with the need to gain the trust and fight alongside friendly coalition forces, and it includes an increased emphasis on the tenets of Mission Command.

The commander, Operations Group, known as the COG, orchestrates the combined training effects that NTC can throw at the training unit, serving as the director, in a film-maker sense, of the training unit's individualized training scenario, which is the structural script of the training rotation made up of hundreds of individual, detailed scenarios developed for the event. The COG paces it all, emphasizing some over others as the training goes along to steer the unit toward a training goal and increasing or lowering



Soldiers from the 1st Battalion, 22nd Infantry (1-22 Infantry) move through an urban combat training village during a training assault.

training effects to do the steering while ensuring the overall safety of the event.

COL Paul Calvert, who currently serves as NTC's COG, explained what went into creating decisive-action training rotations:

> The first decisive-action rotation at NTC was done in March 2012. There were months of scenario design that were put into developing the decisive-action threat environment. That caused us to build an environment that would be conducive to U.S. forces coming into a country that we had not been into previously and with which we had not done much engagement in the past but was a friend of the United States, introducing forces into the theater when the country is being threatened.
>
> There were a lot of things from a planning standpoint that went into building an environment [within which] we could … design a scenario that is credible to the unit coming here to execute the training rotation.
>
> Significant to the scenario is the opponent. What was developed was near-peer threat … and in conjunction with that near-peer conventional threat were an insurgency force as well as a guerrilla/paramilitary threat and a criminal network, all of which the rotational unit has the opportunity to influence in some form or fashion—drive wedges between the insurgency/paramilitary threat, for example, to keep them from combining efforts and collaborating against U.S. forces. There are multiple threads that present the opportunity for the U.S. forces to negate the collaborative effort between the insurgency as well as the guerilla forces.
>
> The environment is complex; the threat is complex. The rotational unit has to deal



A 1-22 Infantry soldier aims into a doorway as he moves during decisive-action training.





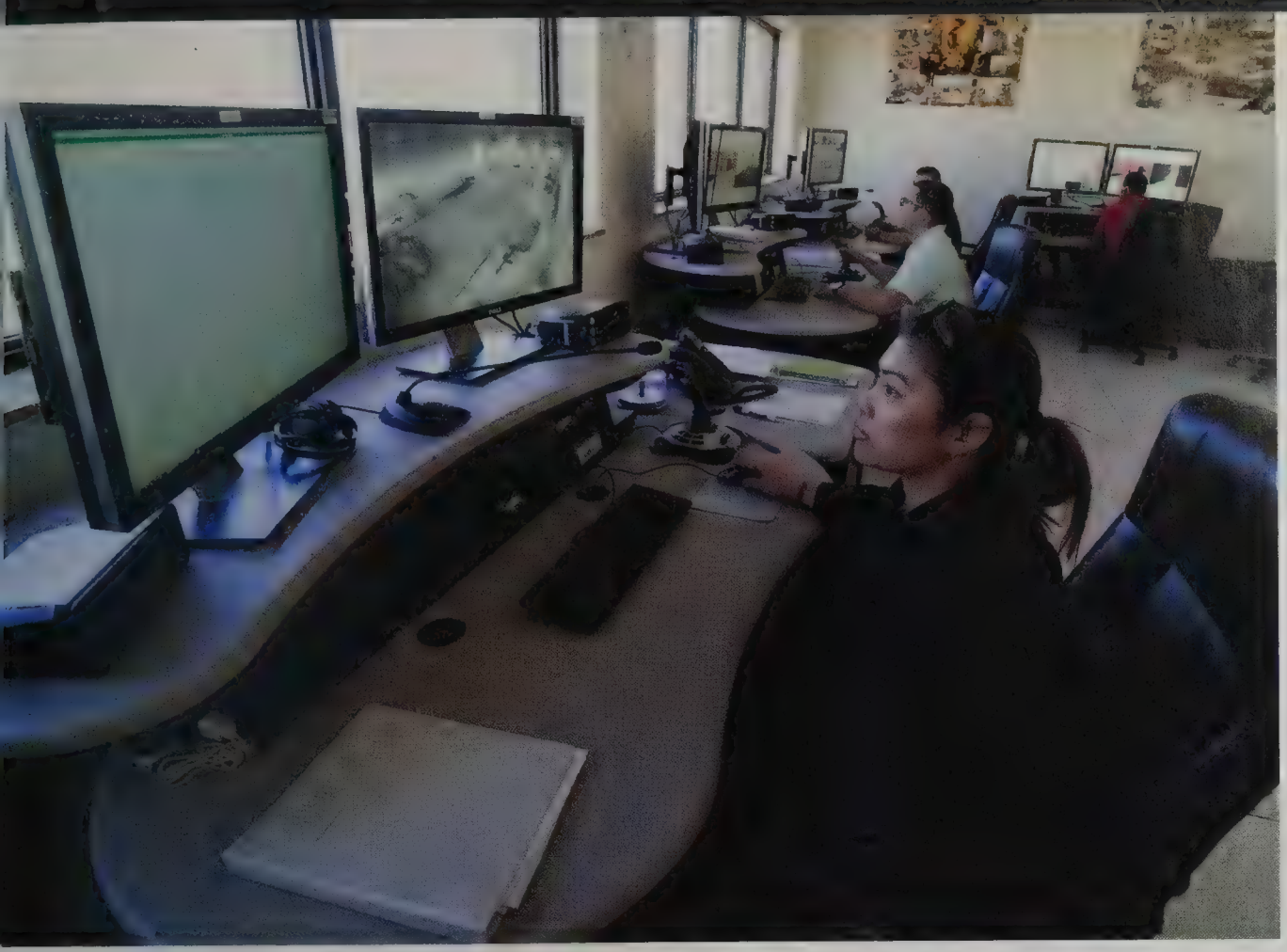
Above, an OTM HUMVEE raises dust as it travels through the NTC training area. Right, LTC Paul Garcia—a senior OTM (Tarantula 07)—listens to a key leader meeting during training.

with many different things. It is not only conducting combined-arms maneuver but also executing wide-area security, and a number of threats exist as part of that wide-area security.

It's a little bit of the flavor of a conventional fight as well as that of a counterinsurgency fight.

We spent the last 10–12 years in a counterinsurgency fight; we have a lot of skills in those types of operations, and we don't want those to atrophy over time. Thus the need was to build a complex environment in which we have multiple threats that a unit is going to have to deal with so we can get back into training core competencies and our baseline skills to fight combined-arms maneuver while still maintaining the skills that have been honed over the last 10–12 years in counterinsurgency as we execute wide-area security operations.

The biggest difference between the decisive-action rotations now and the rotations that we were running pre-2003 is the complexity of the threat. Before, we had a near-peer threat that we were dealing with in high-intensity conflict; now we have a complex threat that is a near-peer enemy as well as guerrilla insurgency and criminal networks.



Left, technicians monitor video and other sensor feeds from a control center overlooking the National Urban Warfare Center. The National Urban Warfare Center is a city of more than 300 training buildings built in the desert training area of NTC. The city is 90 percent instrumented, and up to 350 day/night cameras can record activity to provide visual feedback for after-action reviews. Below, a 1st Battalion, 66th Armor (1-66 Armor), soldier drags a mock casualty to cover during training. (The soldiers wear an old-pattern chemical suit mix for training purposes.)



NTC employs vast training assets. Technical assets include complex instrumentation to assess training data and specialized effects that make the training as real as possible: pyrotechnics, makeup and prosthetics to create realistic casualties, and a scalable cast of role-players, many of whom are native speakers of the language used at the training unit's deployment location. There also is a complex system to capture video of the training to provide feedback to the unit undergoing training. Most video stations are remotely controlled today.

The foundation for training at NTC is embodied by the hundreds of observer-trainer-mentors (OTMs as they are called today), the NCOs and officers from the Operations Group who accompany troops and commanders at every level of the unit undergoing training.

The 11th Armored Cavalry Regiment's NTC training mission is to provide a credible OPFOR while NTC's 916th Support Brigade conducts the reception, staging, onward movement and integration mission for the training rotation unit and then supports its redeployment back to its home station.



Right, soldiers from 1-66 Armor assault through barriers at NTC during decisive-action training. Bottom right, flame jumps from a training detonation to replicate a rocket-propelled grenade explosion.

Since 9/11, entire towns and villages have been built in the once-empty desert training area to accommodate training for operating in population centers. Some towns have vast tunnel systems running under them to add to the complexity, and technicians can even remotely infuse smells into the tunnels and buildings, ranging from freshly baked bread to sewage, to add to the realism.

Meanwhile, much of the garrison portion of Fort Irwin has been improved since 9/11 to better support soldiers and family members stationed there and the tens of thousands of active and reserve component soldiers who come there annually to train. Range complexes continue to be improved for the live-fire portion of a unit's training rotation.

Two years ago, NTC incorporated a southern expansion area after several years of work to meet state and federal requirements, including environmental protection requirements, and to address citizen concerns. The result is a training area of roughly 1,200 square miles today, making it about the size of the state of Rhode Island, according to officials.

"Importantly, we control the airspace over NTC through agreements with the Federal Aviation Administration and other services," said BG Terry Ferrell, the commanding general of NTC and Fort Irwin. "We also are nested regionally with the bases of other services—Edwards Air Force Base,





Left, an OPFOR Javelin gunner takes aim at Blue Force vehicles during the opening stages of decisive-action training at NTC. Bottom left, an OTM holds his so-called "god gun" at the ready. The pistol-shaped instrument can be used to inflict a hit on vehicle or individual soldier sensors if the OTM decides it is warranted, and it can also be used to resurrect a soldier or vehicle from a previous hit, hence the name.



Calif., and Marine Corps Base Twenty-Nine Palms, Calif. The Navy can fly missions from San Diego Naval Air Station down the coast. We are positioned to work joint training and special operations training. We have conducted multinational training, but the area in which we want to expand is interagency training, incorporating more training with U.S. federal agencies to prepare the military and the other agencies to work together better for future operations."

BG Ferrell said that NTC has vastly increased its capacity for cyber operations training in recent years and that levels I and II cyber attacks can now be launched against units training at NTC to increase their countermeasure capabilities. Today, the training area box also has a closed-cell-phone system that allows units to train in areas that might involve intelligence gathering or system disruption.

"We can even conduct GPS [global positioning system] jamming during limited periods in limited locations," he added.

During decisive-action training rotations, NTC forces the training unit to run off its tactical communications backbone and not train as though they can plug into a mature theater communications system.



Right, an 11th Armored Cavalry Regiment (ACR) soldier checks for movement. The 11th ACR—the Blackhorse Regiment—acts as the OPFOR at NTC. Bottom right, Bradley fighting vehicles from the 1st BCT/4th ID maneuver toward an objective.

Overall, the general said that decisive-action training goes toward "re-bluing" Army units to increase or bring back skills that have deteriorated to meet the immediate needs of the operations in Iraq and Afghanistan. Improving combined-arms capabilities is vital to re-bluing, according to the Army's top leaders.

Decisive-action training goes further, however, said BG Ferrell, incorporating features applicable under the U.S. Army Training Command's Training Circular 7-100, "Hybrid Threat Capabilities."

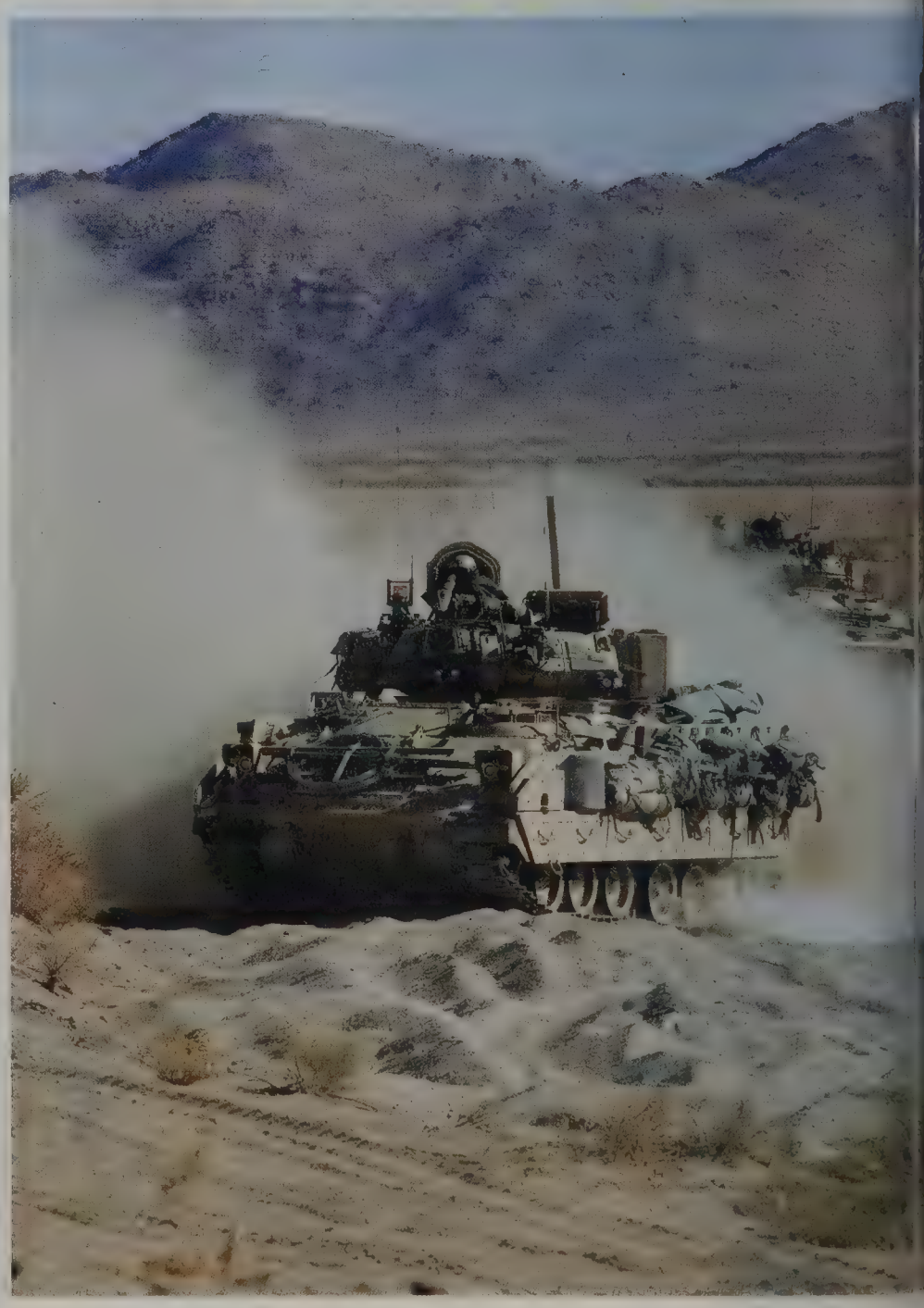
He also said that an ever-growing threat database will be used to insert specifics and add realism to training scenarios at NTC in the future as the Army designates regionally aligned units.

"Regional alignment is where we are moving," BG Ferrell explained.

Generally speaking, however, decisive-action training rotations "de-FOB" (forward operating base) the Army. For many years, Army BCTs have moved into fixed facilities in Iraq and Afghanistan with a range of operational and personal comfort assets waiting for them. Even units training at NTC operated from FOBs as they would in-theater.

For decisive-action training rotations, the FOBs are gone.

"Soldiers will be living in the dirt—their Bradley or command post will be their life," the general explained. "Units will train with what they have, replicating initial entry or forcible entry into an austere environment, and they will see for themselves what they can or cannot do."





As decisive-action training affects the greater Army's training goals, COL Calvert said, "We're gauging overall success on [whether] we're learning every day. Are we getting better every day? Are we gaining understanding of how to execute Mission Command at brigade and battalion levels? Are we training to our core competencies for combined-arms maneuver, and are we continuing sustainment training of those skills that were learned over the last 10–12 years in COIN operations?

"We are trying to stress systems and processes, and we're trying to reestablish the core competencies of our forces that atrophied over a number of years: shoot, move, communicate and improve the ability to integrate enablers such as fires and intelligence collection assets. This is where the Army is going in the future, no doubt about it."

BG Ferrell explained, "Decisive-action training is 'old school' without going back in time. It's preparing for the next fight."



Top left, soldiers from the 1-66 Armor check for OPFOR activity. Left, the 1-22 Infantry commander, LTC Steve Adams (right) uses an interpreter to converse with an NTC contractor role-playing the part of a provincial governor during the 1st BCT/4th ID decisive-action training rotation.



Combat Support/Combat Service

By Scott R. Gourley

Multiple prototypes of the joint light tactical vehicle (JLTV) exist, and the vehicle will serve many functions and be produced in different platforms. The Army awarded three JLTV engineering and manufacturing development contracts last August, and projections indicate the eventual acquisition of about 50,000 of the vehicles.

Parallel with the updates on planned directions for the Army's portfolio of Ground Combat Systems (See "Army Outlines Ground Combat Systems Future," ARMY Magazine, January 2013), the 2012 AUSA Annual Meeting and Exposition included a presentation by representatives from the Program Executive Office (PEO) for Combat Support and Combat Service Support (CS&CSS) addressing some of the ongoing analysis and activities surrounding the Army's tactical wheeled vehicle (TWV) fleet. The TWV fleet provides a significant slice of a PEO CS&CSS portfolio that also includes watercraft systems, mobile electric power and a diverse force projection segment.



Support Vehicle Update

by Scott R. Gourley

Fleet Strategies

"I think the tactical wheeled vehicle strategy and plan is probably the best model across the services—[one that] everybody else is trying to follow," said Kevin Fahey, Program Executive Officer for CS&CSS and Joint Program Executive Officer for mine-resistant ambush protected (MRAP) vehicles.

"A lot of it was driven by preparing for JLTV [joint light tactical vehicles]," he acknowledged. "Part of the JLTV was justification for where we had capability gaps, where the JLTV fit in the strategy and whether it was affordable. We not only did it from a research, development, test and evaluation perspective, but we also did it for production, and we did it for sustainment. We did it across the board."

"We are all working towards our 30-year plan for fleets. Here's where JLTV is. Where is the next medium truck? Where is the next heavy truck? It looks at those kinds of things," he said.

Fahey noted that PEO CS&CSS representatives were also involved in two ongoing studies that were heading toward leadership briefings around the end of 2012. The first study would explore where the MRAPs fit in long-term service fleet plans. The second study would attempt to determine the optimum TWV fleet size.

"Over the years," he explained, "the Army, the Marine Corps and other services have studied the use of MRAPs, and a good example of one of the decisions we have already made is that the RG-33 MRAP is going to be converted to a medium mine protection vehicle. In addition, the RG-31s have already been transferred to route clearance units in the Army, and the Marine Corps will basically be 'pure fleeted' with Cougar. Those are some of the decisions that we have already made."

Noting that the study was last conducted before large-scale fielding of the MRAP All-Terrain Vehicles (M-ATV), Fahey added, "We are reassessing all of that, and there are all kinds of possible courses of action. Do we want to do what the Marine Corps has done and focus on a couple of MRAPs and not have all of them in our future fleet? Or do we want them all and where do they fit the best mission?"

The analysis results will be used to feed capability portfolio review decisions expected in early 2013.

"We also continue to look at the tactical wheeled vehicle fleet across the Army—heavy, medium, Humvees and



U.S. Army

The family of medium tactical vehicles includes light medium tactical vehicles, medium tactical vehicles and family-based specialty vehicles and trailers. Historically, the medium truck fleet has accounted for more than half of the Army's single-lift payload capacity.

JLTV," he continued. "We know the requirements. We know the missions and functions. Right now it is more a question of whether there are different ways of outfitting the Army. The whole idea, when you are in a resource-constrained environment, is how you can do what you need to do—[providing] trained and ready forces to fight the nation's wars—but at the same time understand that the tactical wheeled vehicle fleet is probably one of the most difficult portfolios because there are so many platforms. So if you add a small thing to 150,000 vehicles, by definition it becomes a large thing. That's why tactical wheeled vehicles tend to be a big focus. In every unit—including heavy brigades and Stryker brigades—the largest number of vehicles are tactical wheeled vehicles."

Shifting to the award of the three JLTV engineering and manufacturing development (EMD) contracts in August 2012, he characterized the preceding technology development phase as "hugely successful."

"We have all the data we needed to make the right decision," he said. "Based on that data we came up with a wonderful acquisition strategy for [moving through] EMD and into production."

Current projections reflect the eventual acquisition of approximately 50,000 JLTVs for the Army and 5,000 for the Marine Corps.

"We've had a lot of competition," Fahey continued. "I don't think we've had an acquisition in the services that had as many people competing that were all very capable. There were many in industry who competed and provided wonderful proposals, and the three folks selected [for EMD], I think, are well on their way. We have already had the kick-off meetings, and the design maturity and the system engineering and analysis that they have done are very impressive."

Along with the needs of new acquisitions like JLTV, the 30-year fleet-planning process is also helping the Army identify modernization needs directed towards existing fleet elements.

Then-COL David Bassett, Deputy Program Executive Officer for CS&CSS, offered the example of the Humvee. "We have to make sure that as we buy JLTV as we are projecting that we can't just leave the rest of the [light] vehicle fleet behind," he said.

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

Acknowledging several recent and ongoing efforts to examine various aspects of possible Humvee modernization, Bassett said that the Army is currently looking at large-scale Humvee modernization as part of the 30-year planning process. "If you look at the [Humvees] that are likely to be 'enduring' right now, [they are] at a relatively young fleet age," he said. "We have bought an awful lot of up-armored Humvees over the last five years, so that the up-armored Humvee fleet is still young. And at the same time we have also upgraded a lot of 'legacy' [Humvee] utility vehicles at our depots to the point that that portion of the utility fleet is very, very young. We think that's the same for both services. It does give us the opportunity to wait a number of years before we make a big production investment so that we are not trying to do too many things at the same time."

Joint Service Cooperation

Both Fahey and Bassett credited much of the positive joint light vehicle program activity to the joint Army and Marine Corps JLTV program office.

Further evidence of the ongoing joint service cooperation included briefing participation by Dan Pierson, Deputy Program Executive Officer Land Systems for the U.S. Marine Corps.

Pierson began by outlining an ongoing realignment of wheeled vehicle program responsibilities within the Marine Corps. Over the past year the process has realigned both "legacy" and new ground vehicles under the single PEO Land Systems. (The Marine Corps Program Executive Office for Land Systems was established five years ago as the first—and currently the only—PEO in the Marine Corps. Subordinate program management offices include amphibious vehicles, medium and heavy tactical vehicles, and light tactical vehicles.)

"We're starting to look a little bit more at how the Army is organized, which makes it easier to communicate and work together on joint programs and initiatives," Pierson said, adding that the Marine Corps is also building its own fleet management plan, "which is very much needed."

In discussion with Pentagon officials, he said, "You can't talk about a single program. You have to talk about that program in the context of the vehicles that fight alongside that program or in the same family of programs. You really need a good handle on how one program fits in a larger context. We took a look at the fleet management plan that

Kevin [Fahey's] organization started, and we are building off of that—we're going to do the same thing."

"By bringing all of the programs under one PEO on the Marine Corps side (and there are still a couple out there that will transition [to the PEO] over the next year or so) we are now able to drive standardization across our programs," he said. "A lot of the program that came to us, like trailers and smaller ground vehicles, weren't acquisition category programs. By putting them underneath one program manager we are seeing that we are putting more rigor into these smaller programs. And if you follow acquisition reform and a lot of the guidance that is coming out of [the Pentagon], they have been trying to push more ACAT [acquisition category]-level processes and standardizations, if you will, down to the lower-level programs. So in a PEO we can do that."



U.S. Army



U.S. Army

Left, the high mobility, multipurpose wheeled vehicle (Humvee) family includes several variants and remains the Army's primary light wheeled vehicle for combat, combat support and combat service support missions. Below, The M1070/M1000 heavy equipment transporter system transports, recovers and evacuates combat-loaded M1 tanks and other heavy vehicles.

Pierson noted the extensive joint service benefits resulting from increased participation in the Joint Center for Ground Vehicles (JCGV), which has been collaboratively formed by portions of the U.S. Army Tank Automotive Life Cycle Management Command, PEO Ground Combat Systems, PEO CS&CSS, PEO Integration, U.S. Army Tank Automotive Research, Development and Engineering Center, U.S. Marine Corps PEO Land Systems and Marine Corps Systems Command. The first JCGV Governors Board meeting occurred in August 2010.

Acknowledging that he "may be the most enthusiastic of the entire board," Pierson emphasized the need for JCGV, saying, "We are taking on some pretty hard issues on the board. We are looking at standardization. We are looking at command, control, communications, computers and intelligence commonality. We are looking at our workforce, how to align the workforce and how to prioritize efforts with programs of record. That is something that has been long overdue: taking what the technical community is doing and aligning it to programs of record, so that the investments that are being made are not just 15- to 20-year-out investments. Instead they are being geared towards programs of record, trying to synch up the schedules of programs of record with the technical aspects—aligning them by either speeding them up or slowing them down to make sure that the data is there when it is needed. That's a big deal and it has never been done before."

Elaborating on the early JCGV efforts, Fahey offered a recent successful example involving operational energy.

"When you do something on a vehicle, what are the second- and third-order effects and how do you do that modeling and analysis?" he said. "So we had our folks put together a pitch on what we should all be doing. The board said it was 'good to go.' We took it to Sharon Burke, Assistant Secretary of Defense for Operational Energy Plans and Programs … and, because it was a joint program from the joint center, she gave us money to do the modeling and analysis that we think we need to do to advance operational energy from a vehicle fleet perspective."

Financial Realities

As with other portfolios across the Army, PEO CS&CSS representatives are clearly aware of the financial climate in which fleet recommendations are being made.

In summarizing that environment, Bassett returned to the light fleet example. "It makes no sense to talk about a tactical wheeled vehicle fleet without constraining it by resources," he said. "When you are talking about a fleet of 110,000 –160,000 trucks, depending on where we end up in terms of the long-term fleet size, you simply can't afford to have a fleet that size, all of which [are] at the highest levels of modernization. … We are no longer bound by good ideas and technology. There are plenty of good ideas and technology out there. We are bound by dollars. What we are trying to do as we analyze our fleets is to make sure that we are prioritizing our investments so that we are addressing the most critical capability gaps and needs of our warfighters." ★

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Civil Affairs 101



By BG Raymond E. Bell Jr.
Army of the United States, retired

Cubans seeking asylum cling to a fence in Florida in 1980. Fort Indiantown Gap, Pa., was one of three Cuban refugee camps operated by the military of the United States

"Hello, Colonel. Get out!" shouted a young Cuban man from behind barbed wire. Such was my greeting in August 1980 as I entered the restricted area in which the hostile man was incarcerated in the Cuban refugee camp at Fort Indiantown Gap, Pa.

As commander of the U. S. Army Reserve's 5th Psychological Operations (PSYOP) Group, I found myself on the "inside" of one of our government's efforts to resettle thousands of Cuban refugees on United States soil. These Cuban citizens seeking asylum were temporarily accommodated in

quarters at three locations in the United States, as MG Guy S. Meloy, USA retired, pointed out in his September 2012 ARMY article, "Riot Control 101."

Troops from my group headquarters arrived to conduct their annual two-week training at "the Gap." After the 1st Battalion, 504th Airborne Infantry paratroopers intimidated potentially unruly occupants of the refugee camp, my soldiers gained an excellent lesson in "Civil Affairs 101." The lesson: Learn about, be aware of, and respect your "target's" culture. When we arrived on the scene, unarmed and inexperienced in dealing with such a tenuous situation, we did so with some trepidation but also with confidence.

With the same limited amount of guidance that MG Meloy's battalion commander had received, the group headquarters arrived at the Gap prepared to perform as required. What we found was a World War II complex of old wooden barracks, mess halls, classrooms and administration buildings, all in run-down condition. They normally served as temporary quarters for National Guard and Army Reserve soldiers conducting their annual training at the post. Housed in the buildings in two separate sets of quarters were our troops and hundreds of Cuban refugees. The camp was divided into five areas, the most important being Area 1, where my Cuban "greeter" and other troublemakers were confined behind wire. Areas 3 and 4 were populated exclusively by men; Area 5 was for families and was ringed with barbed wire, which was intended to keep single men from entering that section of the camp. The men living in Areas 3 and 4 were able to move about relatively freely, and there was no effective way of keeping them from going to and fro within the unrestricted sections of the camp.

Once the soldiers of the 5th PSYOP Group headquarters arrived, they made an assessment of the situation, and the headquarters company commander made appropriate assignments based on camp needs. For example, male soldiers were assigned as barracks monitors in Areas 3 and 4; female soldiers were to work with families and to control mess halls. Loudspeaker teams were to assist camp administrators in executing their tasks. Loudspeakers mounted on PSYOP vehicles, for instance, were often used to broadcast various information to the camp occupants. Winning the hearts and minds of the Cuban refugees while understanding the culture from which they came—and which they carried with them to the United States—was definitely an implied aspect of our mission.

> The group's annual training at the Fort Indiantown Gap Cuban resettlement camp was beneficial to the Reserve soldiers for a number of reasons. It was a real-world mission at a time when the Army Reserve was still considered simply a strategic reserve force to be brought on active duty and deployed only in the event of war. It was a time of unit bonding, when everyday pressures forced male and female soldiers to cooperate in dealing with complicated situations with no pat answers. Since the group was operating with active duty and Army National Guard troops, there was also a chance for developing mutual respect for each element's competencies and, yes, shortfalls. Finally, it was also an opportunity for individual soldiers to demonstrate their capabilities in dealing with people of a different culture, something they would be forced to do if ever deployed in a situation such as the current one in Afghanistan.

In addition, the soldiers brought special talents to their task. For example, there was a state policeman from North Carolina, a sergeant in the group, who was an effective barracks inspector. With only four words of Spanish in his foreign language vocabulary, he convinced those Cubans who acted as barracks chiefs to empty the trash that accumulated daily in great amounts in the building, and they did so without protest. Evidently, unlike the experience the Cubans had had with police in Cuba, the refugees were relieved to learn that they would not be beaten by an American soldier who, in civilian life, was a cop. That the inspector carried no weapon also made an impression; in fact, none of the soldiers working inside the compound ever carried a weapon. During the group's entire tour of duty there was never a need to use a weapon, and there were no riots—also evidence that the previous presence of the paratroopers in the camp continued to have a positive impact.

***BG Raymond E. Bell Jr.**, AUS Ret., a graduate of the U.S. Military Academy, commanded the 5th Psychological Operations Group and the 220th Military Police Brigade. Also a graduate of the Army War College and the National War College, he holds a doctorate in history from New York University.*

There was still plenty of discontent among the refugees, but it was mostly aimlessness and frustration with the slow processing procedures.

Although soldiers tried to organize sports and entertainment, there was never enough activity to satisfy all the Cubans who wanted, in any case, to get out of the camp. Their aim was resettlement, not confinement.

Progress in getting the refugees out of the camp and into civilian communities was not very evident inside the camp. The process of integrating the Cubans into American society was in the hands of civilian government agencies, as was the inside policing of the camp, which was the responsibility of the Federal Protective Service. The slow integration process was apparent, for example, in the amount of sleep many of the refugees got. It was not unusual for an Army Reserve barracks inspector to find half the men in a barracks asleep at 11:00 in the morning.

The most structured part of the day for the camp detainees, especially for the men who seemed to make up the majority of the community when we arrived, was meal time.

Two unarmed female soldiers were stationed in the mess halls for control and accountability purposes. Their primary mess hall duty lasted for two hours at a time, three meals a day.

One monitor was stationed at the entrance to the building, the other at the exit. The soldier at the entrance door checked the meal card of the person entering. The soldier at the exit was charged with seeing that no one took food from the mess hall improperly and that people who had exited did not try to reenter.

As it turned out, while doing their duty was a trying experience for the Americans, for the Cubans it was fun and games.

Not only were meals a time for eating, but they were also an opportunity for socializing and sometimes trying to put one over on the soldiers. Meal time was, in fact, the only game in town. There was seldom an orderly line of men waiting to show their meal cards and enter the mess hall. It was more like a mob scene to see who could gain entry first. One can imagine the potential for confrontation that took place between the American meal card checker and the pushing, cajoling Cubans.

Having female soldiers conducting the meal card task, however, checked the aggressive conduct of the Cubans. The Cuban men, while tending to be chauvinistic, were by their culture respectful of those of the opposite sex. If a Cuban male acted inappropriately in the presence of a mealtime monitor, he was inevitably brought up short by one or more other Cuban men. During the group's tour of duty, the situation never got out of hand. There were no food riots, but there was lots of noise, laughter, squabbling and gesticulating.

The soldier at the front door had to make quick decisions as the crowd pushed its way forward. Some attempting to do so were trying to enter the wrong mess hall (on purpose or not) and had to be turned away. Some tried to get in more than one mess hall so as to obtain extra food. Some had, ostensibly, lost their meal cards, or said they had. The Cuban men must have tried every plausible excuse to gain unauthorized entry.

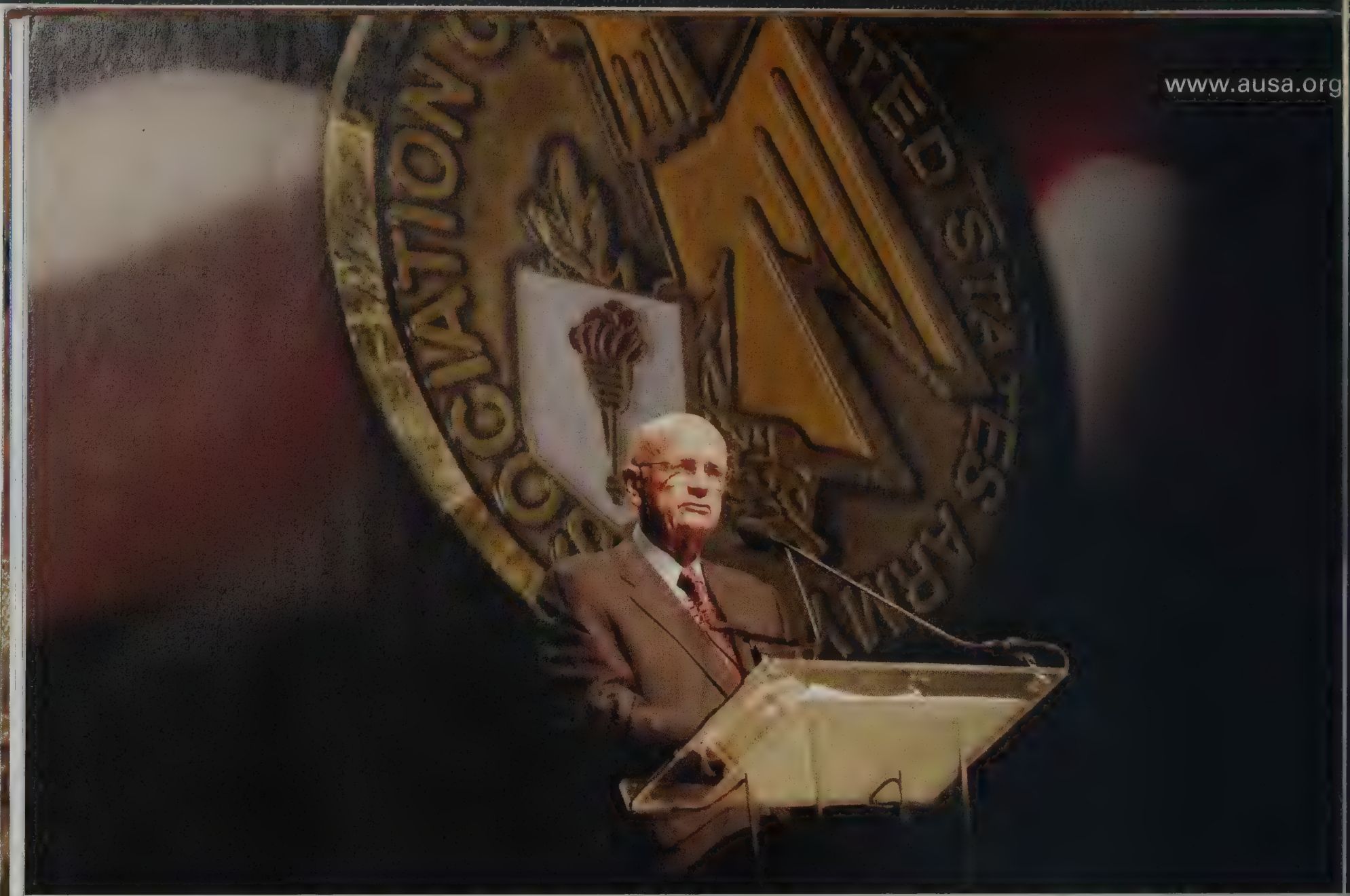
The soldier at the back door had her hands full, too. She had to know the correct allotment of food available to each person. She sometimes had to prevent men from entering the mess hall through the back door as well as those who left the mess hall and then tried to reenter, often for a good reason. At other times she had to stop an individual carrying out two meals, one for himself and the other for a "sick friend." There were those trying to pass extra food out through the windows. It was as nerve-wracking a time for the soldier at the mess hall exit as it was for the one at the front door.

The 1st of the 504th's earlier show of force had a lasting effect that became another powerful psychological tool available to the Army Reserve soldiers. The Cubans well understood that when an American soldier said "no," there was a force available and ready to back up him or her.

That is not to say that the Cubans were completely compliant within the camp. There was a definite criminal element operating within the community, but soldiers with experience in law enforcement worked with the camp leadership in dealing with the malcontents. Moments of potential confrontation were avoided or generally tactfully resolved.

The group's annual training at the Fort Indiantown Gap Cuban resettlement camp was beneficial to the Reserve soldiers for a number of reasons. It was a real-world mission at a time when the Army Reserve was still considered simply a strategic reserve force to be brought on active duty and deployed only in the event of war. It was a time of unit bonding, when everyday pressures forced male and female soldiers to cooperate in dealing with complicated situations with no pat answers. Since the group was operating with active duty and Army National Guard troops, there was also a chance for developing mutual respect for each element's competencies and, yes, shortfalls. Finally, it was also an opportunity for individual soldiers to demonstrate their capabilities in dealing with people of a different culture, something they would be forced to do if ever deployed in a situation such as the current one in Afghanistan. In fact, the group experience of working with the Cuban refugees offers lessons that can apply to what is being attempted in Afghanistan today.

Perhaps the most important lesson to be drawn from the 5th PSYOP Group's annual training employment was that learning the culture of those we hope to influence is critical to mission accomplishment. The primary Civil Affairs 101 lesson for the 5th PSYOP Group was that winning the hearts and minds of the people cannot be accomplished without respect for and knowledge of a people's culture. Indeed, it is a primary lesson for the accomplishment of any U.S. Army mission on or off today's non-linear battlefield. ★



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Cultural Capability Moves to Center Stage Within Military Strategy

By Col. James A. Schnell
U.S. Air Force Reserve retired



U.S. Army/Miguel Negron

As the world becomes more connected, we frequently hear about the importance of cultural capability as a way to promote a more cohesive society. This appeals to our sense that we should try to get along with others rather than be in conflict. That is, cultural capability is often a goal because the harmonious results it seeks to achieve go hand in hand with many of our religious and philosophical traditions. The goal of cultural capability extends to the U.S. Army as a way to develop soldiers and leaders who are better able to support its broad range of military planning and operational activities from humanitarian assistance and civil support operations, to building partner capacity and limited intervention, to general war. It also fits well within the larger context of lifelong learning.



U.S. Army/SSG Jason Epperson

The Army Culture and Foreign Language Directorate (ACFLD) was established in 2010 to plan, synchronize and integrate the implementation of the Army Culture and Foreign Language Strategy (ACFLS) across the Army and U.S. Army Training and Doctrine Command and to integrate these cultural and foreign language efforts with other Army agencies, joint agencies and the other services. An important effort in this regard involved the creation and management of an enterprise of 15 senior culture and foreign language advisors (CFLAs) whose mission is to assist in the development of training materials that stress cross-cultural competence as a concrete objective that reflects this cultural capability. It is an innovative approach that is quickly gaining support in military, business and university contexts. The benefits have been acknowledged via clearly recognizable results.

Individuals perform better when they are culturally acclimated to the environment they are working in. With such acclimation comes a stronger sense of knowing where one fits within a setting—not just physically but culturally. Cultural capability helps the individual think in terms of how



U.S. Army/SPC Kristina Truluck

the local population functions and processes information. To some degree this has parallels with "going native." Cultural capability also leads to greater job satisfaction because with enhanced cultural familiarity comes the ability to be more creative in seeking solutions to the more complex problems that arise.

The main theme of the program, as conveyed through the ACFLS, rests on the use of the 15 CFLAs who advise commanding generals and commandants at eight centers of excellence (CoEs) and schools across the continental United States. Three of the CoEs have two CFLAs due to multiple schools. Each CFLA is tasked with guiding the leadership at his/her CoE toward the integration of culture and foreign language capability that is appropriate to support the requirements of each branch military occupational specialty and cohort. This will vary at each CoE depending upon the mission and composition of the organizations being served. At present CFLAs are assigned to Joint Base Langley-Eustis, Va.; Fort Benning, Ga.; Fort Sill, Okla.; Fort Leonard Wood, Mo.; Fort Lee, Va.; Carlisle Barracks, Pa.; Fort Leavenworth, Kan.; Fort Gordon, Ga.; Fort Rucker, Ala.; and Fort Jackson, S.C.



Each CFLA holds a doctorate in the social and behavioral sciences and has expertise with implementation of cultural practices into educational pedagogy. CFLAs have been actively recruited from leading universities, business and professions. A rigorous selection process ensures that only the most qualified and highly motivated candidates are placed in these important positions.

David Ott, former ACFLD director, emphasizes, "Each CoE is guided by the expertise of a CFLA who is well-versed with the mission of the CoE and brings a keen awareness of social science perspectives that enhance understanding of the operational environment in which our soldiers must perform." This application of academic talent creates just the right balance between theory and practice.

"It is a proven approach and a forward-looking application of the Army Learning Concept, which will better prepare soldiers for decentralized operations in complex situations, where they need more options than just more firepower," adds ACFLD director COL Eric Stanhagen, U.S. Army retired. As a former career Special Forces officer, COL Stanhagen knows firsthand how cultural understanding can be a significant tool for accomplishment of mission objectives.

***Col. James A. Schnell**, U.S. Air Force Reserve retired, is the lead social scientist for Headquarters, U.S. Army Training and Doctrine Command, G-2, Joint Base Langley-Eustis, Va., as well as a professor of social and behavioral sciences at Ohio Dominican University, Columbus, Ohio. He earned a doctorate from Ohio University, a master's degree from the State University of New York and a bachelor's degree from Capital University.*



Attendees of an Army culture and foreign language advisor conference include (standing, from left): Toni Fisher, Jessica Gallus, Barak Salmoni, Hassan Ahmed, Rocky Wilkinson, Boshra El-Guindy, Tseggai Isaac, Ron Holt, Mamdouh El-Nady, Andrew Kosydar, Marilyn Willis-Grider, Jim Schnell, Dave Ott, Adam Silverman, Sameh Yousseff, Eric Stanhagen and (kneeling, from left) El-Rayah Osman and Mahir Ibrahimov.

The CFLA philosophy is guided by the "big 'C' little 'l'" notion (with culture having more emphasis than language), whereby an elementary language proficiency is considered to be an enabler, but the higher return on investment is considered to be cross-cultural competence. That is, ability with a foreign language can benefit soldier effectiveness in a given environment, but this happens insofar as that language capability serves to enhance the cross-cultural competence of the individual. The main aspect of this phenomenon builds upon the relationship found among various cross-cultural dynamics, of which language is a factor.

For instance, if a U.S. soldier seeks information about villager views concerning an aspect of U.S. troop functioning in that environment, then his/her ability with the local language will affect soldier effectiveness insofar as rudimentary skills with local phrases will help establish rapport. The role of local language familiarity, however, will be one of multiple variables that will comprise overall mission accomplishment in that context. Other such variables will include sensitivity to the role of eye contact, tone of voice, gender roles, touching norms, gesturing and humor. Each situation will have unique cultural variables that need due consideration.

The U.S. soldier does not need to look far for examples of how these dynamics can be particularly relevant. If U.S. personnel enter a village with the intent of promoting positive relations, then they might understandably offer to build a school or health clinic for the local population. If the U.S. representatives in that scenario do not have the cultural sensitivity to recognize that they must consult with the village elder before beginning the project, then their efforts could be derailed to a large degree insofar as the village elder will need to bestow his blessing for the project before it can proceed. Not consulting with him will cause the elder to lose face, which will destabilize the community. Taking the time to have tea with an elder and seek his input will go a long way in promoting goodwill. A cross-culturally competent soldier will have the sensitivity to "read" such a situation correctly.

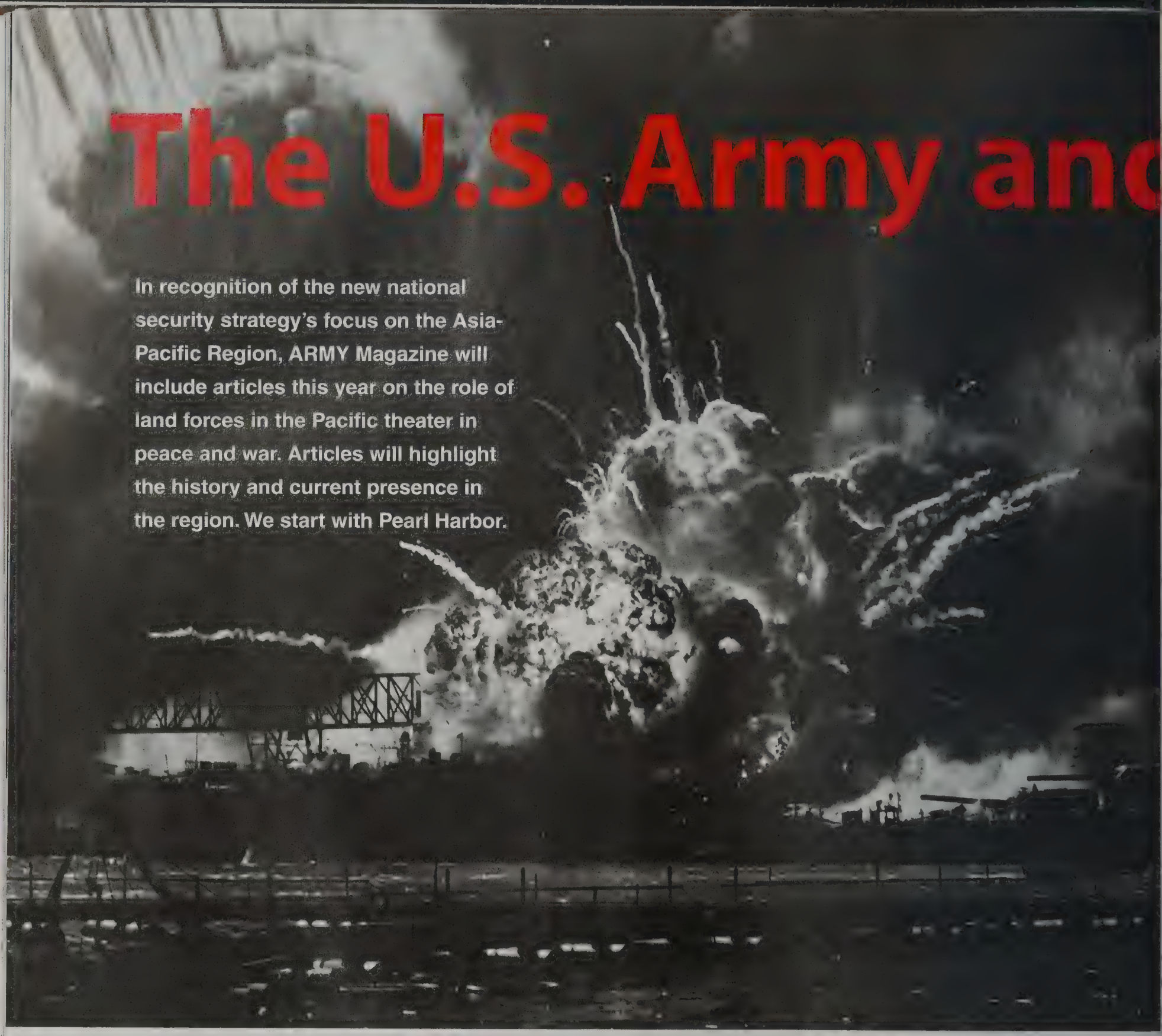
Each COE benefits from its assigned CFLA and from the expertise of the entire CFLA enterprise. For instance, each CFLA has expertise with a geographic region of the world and with specific domains of culture within that region, such as conflict resolution, linguistics or kinship. If the CFLA at Fort Jackson, who has a background with Sudan, needs guidance with Egyptian culture, then the CFLA from Fort Rucker, who has expertise with Egypt, can be consulted with regard to that need. Thus CoE commanders benefit not only from an individual CFLA but also from the expertise of 15 CFLAs across the entire enterprise. The diversity of the enterprise is operational, geographic and academic.

CFLA Dr. Ron Holt, who serves the Maneuver Center of Excellence at Fort Benning, exemplifies the exceptional professionals who compose the CFLA enterprise. Dr. Holt, a tenured university professor, has taken a leave of absence from his university to apply his anthropology background as a CFLA. This is a benefit to Fort Benning, and it enhances his understanding theoretically as a practitioner given his daily opportunities to apply theory in actual military settings. Before joining the CFLA enterprise, Dr. Holt was a senior social scientist with a human terrain team in Afghanistan. According to Dr. Holt, "The CFLA position has offered me a meaningful way to use my academic background to benefit our troops in the field. It is a rare opportunity and one that I'm proud to be involved with."

The CFLA enterprise is moving into year three, and the program has been widely embraced at the CoEs. Each CoE is unique with regard to composition, mission and orientation. Similarly, each CFLA brings unique strengths to the table. U.S. military missions today consistently evidence a need for cross-cultural expertise that can be a force multiplier yielding desired outcomes with lasting results. As such, the military application of cultural knowledge has matured to become a critical component of military planning and operations. ★

The U.S. Army and

In recognition of the new national security strategy's focus on the Asia-Pacific Region, ARMY Magazine will include articles this year on the role of land forces in the Pacific theater in peace and war. Articles will highlight the history and current presence in the region. We start with Pearl Harbor.



By COL Stanley L. Falk
AUS retired

Above, the destroyer Shaw *explodes in the floating drydock, her bow blown off by a bomb.*

Of the 43,000 officers and men in the U.S. Army's Hawaiian Department on December 7, 1941, barely a handful were awake and at work in the predawn hours of that warm, sleepy Sunday morning. Among those on duty were a few members of the Signal Aircraft Warning Company, Hawaii, manning half a dozen new mobile SCR-270 radar sets at key locations on the island of Oahu. These air warning stations, while still in a training status, had been operating for three hours daily since Thanksgiving, when LTG Walter C. Short, the department commander, had issued an alert order against the probable start of war with Japan.

December 7, 1941

LTG Short had acted in response to a series of warnings from the War Department that hostilities were "possible at any moment." The wording of these warnings, however, had appeared to suggest sabotage and other subversive activities as posing the greatest danger to his command. The general's alert order, therefore, emphasized the dangers of saboteurs and internal unrest rather than of any overt attack on Hawaii or its great Pearl Harbor naval base.

Nevertheless, to guard against the possibility of a Japanese air attack—however improbable this appeared then—LTG Short directed the air warning stations to operate each day from 0400 to 0700, two hours before dawn and one hour after, the most likely time for a carrier strike.

At about 0645 on December 7, the three stations on Oahu's north shore began to pick up radar blips indicating a small number of aircraft approaching from the north. Since the U.S. Navy was known to be flying some sort of dawn patrol, the radar men ignored the blips and began to prepare to end their watch at 0700. In fact, however, these blips represented scout planes from the Japanese Pearl Harbor Strike Force, then less than 300 miles away and preparing to launch their attack.

The Japanese task force, built around six heavy carriers with 360 aircraft, had left the Kuril Islands 12 days earlier and reached Hawaiian waters undetected. Its mission was to destroy the U.S. Pacific Fleet in the first hours of Japan's war with the West. The fleet stationed at Pearl Harbor was a powerful one and, as Japan's naval planners well understood, a major threat to Japanese military ambitions. Defense of the American warships was, of course, a naval responsibil-



U.S. Army

Above, the engine nacelle of a destroyed Army aircraft was incorporated in a hasty antiaircraft revetment at Hickham Field. Below, a fuel dump burns at Hickham, with wrecked vehicles in the foreground.



Hawaiian Department artillerymen drill on an M1917A1 75 mm gun in a beach defense position during exercises in the summer of 1941.

ity, but LTG Short's primary mission was also to protect the fleet. To do so, he had only limited means. On December 7, 1941, the Hawaiian Department contained two understrength infantry divisions, four antiaircraft artillery regiments, four coast artillery regiments, a single company of light tanks, supporting troops and the Hawaiian Air Force.

The latter, LTG Short's primary defense against air attack or invasion, included just over 230 aircraft, half of which were obsolete. Furthermore, his aircraft warning system was far from complete, short on parts and trained personnel, incapable of differentiating friendly from hostile planes and without any mechanism for vectoring defending aircraft to intercept attackers.

LTG Short had cordial relationships with the Pacific Fleet commander, Adm. Husband E. Kimmel, and with Rear Adm. Claude C. Bloch, commandant of the 14th Naval District, but there was no arrangement for close Army-Navy coordination and mutual support. Completely lacking was any effective means of developing joint plans, coordinating operations or even exchanging intelligence information.

Since assuming command in February, LTG Short had concentrated on badly needed troop training, airfield development, coastal defense improvement, and replacement of obsolete or inoperable planes and equipment, yet, on the eve of the Pearl Harbor attack, his defenses were inadequate to meet precisely the kind of assault the Japanese were about to launch.

COL Stanley L Falk, *AUS Ret., PhD., is a military historian and author specializing in World War II in the Pacific. This article is reprinted from the December 1991 ARMY.*

At a few minutes before seven on the morning of December 7, the mobile radar stations on Oahu prepared to shut down. At Opana, the northernmost station on the island, PVT Joseph L. Lockard and PVT George E. Elliott decided to keep their set in operation until the truck arrived to pick them up. At exactly 0702, a large, luminous blip appeared on the set, larger than either of them had ever seen before. They soon concluded it was a mass flight of aircraft about 130 miles away and moving rapidly south. It was, indeed, the 183 bombers, fighters and torpedo planes constituting the first wave of Japanese attackers.

At approximately 0720, PVT Elliott called the Aircraft Warning Information Center at Fort Shafter, several miles east of Pearl Harbor, to report the radar sighting. Just about everyone at the center had left except PVT Joseph P. McDonald, still on the switchboard, and LT Kermit Tyler of the 78th Pursuit Squadron. PVT McDonald was impressed by the report, but LT Tyler told him and the two men at Opana that the sighting was merely a group of Army B-17s expected to arrive that morning from the mainland.

Privates Lockard and Elliott continued to track the oncoming planes until they were obscured on their screen by the permanent echo of the surrounding mountains. Then, at 0739, when the Japanese aircraft were 20 miles from Oahu, the two men shut down their set. A quarter of an hour later, as they rode back to camp, the aerial onslaught began.

The Japanese blow came in two great waves. The first, detected earlier by Privates Lockard and Elliott, struck at about 0755 and attacked repeatedly, with few lulls or pauses, for almost an hour before withdrawing. Torpedo planes, dive bombers and high-level bombers smashed at



Japanese aerial photograph taken during the attack, showing ranks of burning and, as yet undamaged, Army aircraft at Wheeler Field in central Oahu.

the warships anchored in Pearl Harbor, while dive bombers and fighters pummeled Army and Navy airfields on Oahu.

The second wave, almost as large as the first but without torpedo planes, arrived at about 0915 and followed a similar pattern of assault. By 1000 all Japanese aircraft were on their way back to their carriers.

Behind them lay the smoldering wreckage of the Pacific Fleet: eight battleships sunk or crippled, more than half a dozen other warships heavily damaged and some 2,700 naval casualties.

While the fleet had been the primary objective of the attack, the Japanese had placed an even heavier emphasis on hitting the Oahu airfields. Nearly 60 percent of the strike force had been targeted against the air bases in an effort to smother any American aerial resistance.

At Hickham Field, on the Honolulu side of Pearl Harbor and the headquarters of Maj. Gen. Frederick L. Martin's Hawaiian Air Force, some 50 bombers of the 18th Bombardment Wing were lined up in the open. Parked close together for protection against possible sabotage, they made an easy target. The Japanese dive bombers and fighters struck repeatedly at the massed planes and at hangars, barracks and other airfield installations.

There was little opposition. Antiaircraft positions were unmanned, and soldiers racing to them or frantically trying to haul ammunition from supply depots were cut down by strafing Japanese fighters or torn apart by explosions. One of the first bombs destroyed a mess hall and killed three dozen men at breakfast. Still others died seeking shelter in the vulnerable hangars. No planes got off the ground, but soldiers fired some of the aircraft guns back at their attackers.

Almost simultaneously with the raid on Hickham, Japanese dive bombers struck the grounded aircraft of the 14th Pursuit Wing at Wheeler Field, in central Oahu. For 15 minutes, they wreaked havoc among the closely parked planes. One bomb tore through a dispensary in a former hangar, inflicting heavy casualties. Another left a huge crater in the 34th Engineers area at nearby Schofield Barracks. Japanese fighters followed this assault with repeated strafing attacks.

Despite the ferocity of the onslaught, a number of American fighters were able to take off from Wheeler. Four old P-36s of the 46th Pursuit Squadron even managed to shoot down two Japanese planes, while losing one of their own.

Other Japanese bombers and fighters devastated the Navy and Marine Corps air bases on Ford Island, in the center of Pearl Harbor, at Ewa, 10 miles to the west, and at Kaneohe, on the east coast, yet they almost missed two other smaller Army airfields.

Bellows Field, a few miles south of Kaneohe, was strafed by a single fighter and then by a flight of nine more, apparently only as a target of opportunity. The Japanese struck just as P-40s of the 44th Pursuit Squadron were trying to take off, destroying two of them as well as many still on the ground and preventing any real opposition.

Only one Japanese fighter managed to find and strafe the small field at Haleiwa, on the north coast. Half a dozen planes of the 47th Pursuit Squadron took off from that field and downed four Japanese aircraft. One P-36, however, fell victim to American machine-gun fire from Schofield Barracks, where the bulk of LTG Short's troops were stationed. The Schofield gunners also managed to down a Japanese plane.



The parade ground and barracks at Hickham Field, with oil fires burning fiercely in the harbor area.

While the attacking Japanese were swarming about their targets or regrouping for fresh assaults, a dozen Army B-17s appeared in the skies. These were the bombers from the mainland for which LT Tyler had mistaken the first wave of Japanese planes. Stripped of guns and ammunition in order to carry more fuel for the long flight and without any warning of what awaited them, the B-17s came under fire from both Japanese fighters and American antiaircraft gunners.

Almost miraculously, eight B-17s were able to get down at Hickham, while three landed with some difficulty on the shorter runways at Haleiwa and Bellows. The last of the big planes outmaneuvered the attacking fighters to put down on a golf course far to the north. Three of the B-17s were heavily shot up, however, and a fourth was destroyed on the ground.

Army antiaircraft fire proved generally ineffective against the Japanese. While naval gunners were able to throw up a fairly heavy barrage at the second wave of attackers, most Army antiaircraft fire was restricted to .50-caliber machine guns and smaller arms. Few of the Hawaiian Department's mobile three-inch batteries were in proper position, and ammunition was not readily on hand.

So when batteries of the 53rd Coast Artillery Brigade (AA) at Forts Weaver and Kamehameha, at the entrance to Pearl Harbor, opened fire at Japanese planes sweeping in on the fleet, most of the weapons used were of small caliber. A single fixed three-inch battery at each fort and another at Sand Island in Honolulu Harbor were the only heavier Army weapons to get into action. Elsewhere, at Schofield Barracks and Camp Molekai, on Oahu's southwest coast, antiaircraft gunners fired machine guns.

There was, indeed, a great deal of small-arms fire of all sorts being thrown up at the Japanese. Soldiers, sailors and marines grabbed whatever weapon was available to them and blasted away in anger and frustration. At Schofield, 25th Division infantrymen set up machine guns on rooftops, but many individuals fired Browning automatic rifles, M1s and even sidearms from wherever they happened to be when they saw the attacking planes. It's doubtful, however, that any of this had much effect.

Meanwhile, like practically everyone else on the island, LTG Short had needed a few moments to accept the fact that an attack was actually under way. Indeed, the standard reaction of most people to the initial reports and first sights and sounds of the Japanese assault was that the whole thing was some sort of bad joke or practice alert or perhaps an American military exercise.

From his headquarters at Fort Shafter, the Hawaiian Department commander could not see Pearl Harbor, but the sound of the explosions and the rising smoke suggested to him that the Navy was running a surprise "battle practice." Within 10 minutes of the first bomb, however, he had an accurate report and immediately put the department on its highest alert footing, prepared to resist an invasion.

LTG Short's battle command post was a hardened underground position in the Aliamanu Crater, three miles west of Fort Shafter. Since spring, department engineers and civilian contractors had been laboring to develop well-protected underground tunnels and fuel and ammunition storage areas in the crater. While these improvements were in progress, however, signal corps crews had taken out the command post's switchboard and distribution cables to protect them from blasting and other construction activity. On the morning of December 7, only the hasty arrival and fast work of an alert signal corps team reestablished the command post communication system before LTG Short arrived.

A similar event took place at Schofield Barracks, where the telephones and switchboards for the 98th Coast Artillery Regiment (AA) had been locked in the supply depot to prevent theft or sabotage. It took nearly half an hour for the regimental communications section to set up a switchboard and connecting lines from the command post to gun positions at Schofield Barracks and Wheeler Field.

Fortunately, such incidents were not widespread; furthermore, the Japanese attack had not gone after communications centers or signal installations, so Hawaii experienced

no crippling communications breakdown. Only one major cable, at Hickham Field, was put out of action by a bomb, but quick patching had all important circuits back on line in short order.

Another bomb, dropped by one of the last departing attackers, severed a phone line at the Waianae radar station on the west coast. This installation, like all of the other air warning stations, had been fully manned and back in operation since about 0830. Now, with his telephone useless, the Waianae station commander somehow managed to find a radio powerful enough to restore contact with the information center at Fort Shafter.

By 0845 on December 7, the battle command post at Aliamanu was in full operation, with ample communications wherever needed. LTG Short's initial alert order had already reached his major ground commands—the 24th and 25th Infantry Divisions and the Hawaiian Coast Artillery Command—and movement to assigned areas was under way.

An infantry battalion of the 24th Division left Schofield Barracks before 0900. Other elements of the division were drawing ammunition and supplies and loading up. The whole division (less one regiment stationed on the other islands) was in planned defensive positions by late afternoon, with almost all weapons in place and ready to fire. The 25th Division moved equally rapidly. Its commander, MG Maxwell Murray, had had the forethought to issue ammunition to his infantry units several days earlier. With war in the air, he wanted no delays to slow a suddenly ordered deployment. On December 7, this early action paid off.

The Coast Artillery Command had passed the alert to subordinate units almost as soon as it received it. Many of its antiaircraft units, however, were so close to the points of Japanese attack that they really needed no warning. Some of their weapons were in action within 20 minutes after the first bomb hit Pearl Harbor.

Army air units under direct attack also required no special alert. Their ability to respond, however, was severely limited by the intensity and effectiveness of the sudden assault. Their heavy losses—inflicted primarily by the first wave of attackers—totaled about 70 aircraft destroyed and an equal number badly damaged. Repair shops and administrative offices were devastated, and wreckage covered the airfields.

Army fighter pilots, nevertheless, managed to fly 25 sorties between 0830 and 0930, knocking down several Japanese planes. Navy and Marine Corps aircraft, which suffered even heavier losses, were unable to get off the ground.

Not until 1100, an hour after the last Japanese aircraft had left the scene, was the 804th Aviation Engineer Battalion able to clear the Hickham runways and free MG Martin's remaining bombers to take off in search of the Japanese carriers. Engineer work continued during the day at Hickham and Wheeler, repairing broken water mains and damaged utilities, and lengthening the runway at Bellows to enable it to handle B-17s. By early afternoon, fighters and other aircraft as well as Navy search planes were aloft, but none had any luck finding the enemy.

The Opana air warning station tracked some of the Japanese heading north toward their carriers, but there were also tracks seemingly leading in other directions. In the confusion, agitation and welter of mixed reports and rumors, no solid information seems to have reached anyone capable of putting it to good use. Both Army and Navy air searches looked to the southwest, and none came anywhere near a Japanese carrier.

By now, the Pearl Harbor Strike Force had retrieved all of its returning planes. Only 29 Japanese aircraft had been lost during the mission plus a score more destroyed on landing when rough seas tilted their flight decks. It was a cheap price for the smashing victory.

The exultant Japanese flyers pleaded to go back to Pearl Harbor to destroy the docks, machine shops, oil tank farm and other installations left practically untouched in the morning's attack. The strike force commander, however, concerned about the danger still posed to his carriers, was unwilling to risk another attack.

He estimated that 50 American land-based bombers re-



U.S. Army

An infantry machine-gun team sets up its .30-caliber M1917A1 Browning water-cooled weapon during Hawaiian Department exercises in 1940.

mained intact and capable of finding him. He also knew that the Pacific Fleet's three aircraft carriers had not been in Pearl Harbor and were somewhere at sea, presumably looking for him. He ordered an immediate withdrawal at top speed to safer waters.

Shortly thereafter, a map retrieved from a downed Japanese plane near Fort Kamehameha indicated that the carriers might be northwest of Oahu. Army aircraft headed in that direction, but the Pearl Harbor Strike Force had left the area.

Back in Hawaii, LTG Short had begun evacuating civilian dependents from the most hard-hit Army installations. At 1000, Governor Joseph B. Poindexter declared a state of emergency, and at 1515 the Hawaiian Department commander, with the approval of the governor and President Roosevelt, proclaimed martial law throughout the territory.

Under this authority, the Army suspended the writ of habeas corpus, substituted military provost courts for Hawaiian civil courts, and instituted censorship of radio, the press and civilian communications leaving Hawaii. It also ordered a blackout and curfew, banned private cars from the highways, shut bars and halted liquor sales, closed schools, temporarily halted food sales pending an inventory, began gasoline rationing and converted four civilian facilities into provisional military hospitals.

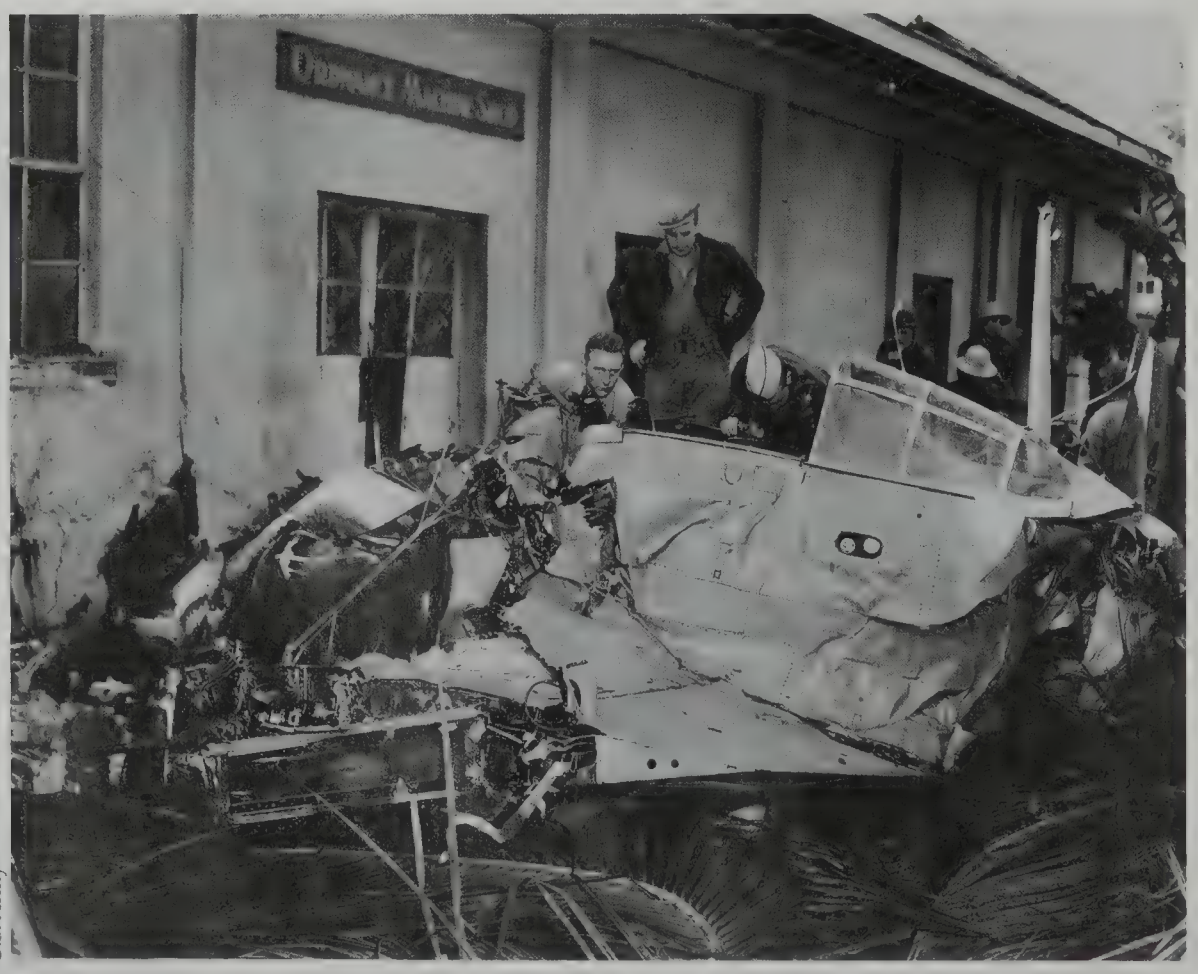
LTG Short's intelligence staff began a hasty roundup of "enemy agents and suspicious characters." The fact that a large minority of Hawaii's population was Japanese or of Japanese descent—approximately 160,000 people at least three-quarters of whom were Americans by birth—had long been a source of concern for the Army as well as for many other Hawaiian residents. Nearly 500 of these individuals were taken into custody over the next few days, but there was never any credible information that the remainder of the group posed a danger.

Approximately 1,300 Japanese-Americans were already serving in the 298th and 299th Infantry Regiments, two Hawaiian National Guard units called into federal service. The 299th Infantry was not on Oahu, but new draftees in the 299th Infantry at Schofield Barracks were temporarily disarmed and separated from other recruits until suspicions about their loyalty died down.

In the spring, after sufficient replacements arrived in Hawaii, the Japanese-American soldiers were finally shipped to the mainland. With other nisei, they became the 100th Infantry Battalion and ultimately a part of the all-nisei 442nd Regimental Combat Team. Both units earned high marks for valor, bravery and combat effectiveness in Europe.

Rumors, suspicions and false reports about the Japanese-Americans were not the only wild tales circulating throughout Hawaii on December 7. Japanese paratroopers or glider troops were supposedly landing in dozens of places. Invasion fleets, submarines or mysterious sampans were close offshore. Japanese agents had poisoned the water or were signaling to enemy bombers or landing parties. Japanese troops had set up roadblocks using an armored vehicle disguised as a milk truck. Japanese aircraft, including four-engine bombers, were still overhead, some with German pilots.

Given the rash of false or exaggerated stories that spread rapidly, it was no wonder that the night of December 7 was filled with unauthorized weapons firing. Army ground patrols sometimes shot at each other, and a great deal of ordnance was needlessly expended into the air at supposed enemy planes. One exploding antiaircraft shell set off more rumors that Japanese bombers were again at work.



U.S. Army

Army airmen examine the wreckage of a Japanese naval Type 0 fighter (Mitsubishi A6M2), one of only 29 attacking aircraft lost, which crashed into the ordnance machine shop building at Hickham Field.

Everybody was jittery. At 0428 on December 8, the Coast Artillery Command alerted subordinate units to be ready for a dawn landing attack. Ten minutes later it reported 30 Japanese planes approaching Oahu and, in another half hour, that antiaircraft batteries at Wheeler Field were firing at dive bombers. At 0525, antiaircraft units at Schofield sent word they were shooting at other planes, which they later said were American. Just at dawn, finally, the 53rd Coast Artillery Brigade reported that the Marines or Navy were firing on Army aircraft.

This sort of wild and imaginative

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Shattered hangars at Hickham Field in the aftermath of the attack.

activity went on for several more hours before it slowly came to a halt. Orders went out to cease all promiscuous firing and to stop shooting at planes unless the planes fired first. Slowly the Hawaiian Department began to get a grip on itself.

One of the first things to be done was to take care of casualties. The Japanese attack had killed and wounded almost 3,600 American service personnel. The bulk of these were Navy and Marine losses. Army casualties were nearly 700, divided almost equally between killed and wounded. Civilian casualties totaled about 100, of which about two-thirds died. Most of the civilian casualties were caused by Navy five-inch antiaircraft shells that exploded on the ground after failing to detonate in the air.

Caring for the wounded was a major challenge. The Hawaiian Department surgeon had been working to build up his staff, facilities and supplies for two years, but December 7 still found the department below authorized medical levels. The main hospital, Tripler General on the Pearl Harbor side of Honolulu, Schofield Station Hospital, and smaller facilities at Hickham and elsewhere would all have to rely on civilian assistance to meet their needs.

The heaviest Army casualties came at Hickham Field, quickly overwhelming doctors and nurses at the station hospital there. They could do little more than administer morphine and give other forms of first aid to the wounded before sending them on to Tripler.

Most of these men had been in the shattered Hickham mess hall. They began reaching Tripler barely 10 minutes after the bombs first hit, and several hundred wounded were soon crowding the hospital, many on litters on corridor and hall floors.

Military and civilian surgical teams alternated between operating rooms and the wards, working frantically to repair shattered bodies and prevent post-operative infection. A radio appeal for blood donors brought hundreds of volunteers who waited hours for busy doctors and technicians to attend them.

Similar lifesaving work went on at Schofield Station Hospital, handling wounded from Wheeler Field and other nearby areas. The swift and thorough treatment of casualties at these and other medical facilities and the effectiveness of newly developed sulfa drugs kept fatalities to an impressively low level.

The end of the day found U.S. Army forces in Hawaii wounded, shaken and confused. LTG Short, nevertheless, was already taking steps to rebuild his battered command and prepare the department for either another Japanese blow or to serve as a springboard for an American offensive.

Little more than a week later, however, amidst a wave of recriminations, second-guessing and casting of blame, both the general and Adm. Kimmel were relieved of their commands. Essentially, they were accused of major errors in judgment and of failure to coordinate measures to ensure the mutual security of their forces.

Neither was afforded the opportunity of a court-martial in which to defend himself, and the circumstances and fairness of their reliefs are still matters of controversy. Did Washington provide adequate warning and sufficient information to the Hawaiian commanders? Did they, in turn, act properly in light of information they actually possessed? Did they display the necessary superior judgment that the situation demanded and that would be required in exercising future command?

The majority of historians and other informed observers have concluded that the reliefs were justified. Others dispute this. Whatever the ultimate verdict of history, however, no one can deny that LTG Short and his naval counterpart were the final victims of the Japanese attack on Pearl Harbor. ★

CompanyCommand

Building Combat-Ready Teams

To: Company Commanders
From: Company Commanders

SFAAT: Creating New Challenges & Opportunities for Army Units

Many company commanders are deploying to Afghanistan on Security Force Assistance Advisor Teams (SFAAT) whose mission is to assist Afghan National Security Forces. The SFAAT mission requires many key leaders, but not many soldiers. As a result, commanders are going to war and leaving most of their soldiers behind. This begs a number of questions, such as: What responsibility do deployed company commanders have to their soldiers at home station? How can they organize the main body to keep operating effectively in the absence of so many key leaders?

A number of us are engaged in a conversation about this in the CompanyCommand forum (http://CC.army.mil). One challenge with this topic is that the advisor mission is ever-evolving and each unit approaches it differently. With that in mind, this article captures some important insights and can serve as a conversation starter for units that are undertaking the SFAAT mission.

Future Company Commander

We are currently planning how to man a SFAAT deployment, and these are some of the exact questions that have driven debate within my unit. Another question we have is: "How do we fairly rate key leaders if there is a nine-month block that they spent away from the supervisory role for which they are charged?"

Salvador Zuniga

With most of the unit leadership heading over to perform the SFAAT mission, the remainder of the unit needs to continue to train to perform its Title 10 mission. But how can this be done if the HQ and most of the senior leaders are on SFAATs?

Noah Truax

I was part of an intra-theater security and partnership mission in Kuwait and re-deployed at the beginning of November 2012. We had a strong and well-resourced team at home station (what was formerly known as Rear-D) with full authority and responsibility. I would not have been as effective in my mission if I'd had to worry too much about what was happening back at home station.

Mark Whitehead

I am currently deployed on a SFAAT and previously deployed on a MiTT in 2008. The difference is that with the SFAAT concept, we are pulling folks from key and developmental positions—company commanders or, in my case on this deployment, brigade S2 duty. This creates concerns about how promotion boards will view the advisory missions. As always, we will get through this. As my mother told us growing up, "If it were easy, then everyone would be doing it."

Jeffrey Wright

My battalion fielded seven SFAAT teams, which included the battalion commander, executive officer, and operations officer, along with the majority of lieutenants and sergeants first class. Some of the best staff sergeants were also deployed. Fortunately, only one battery commander deployed. He signed over all property to a 1LT who became the provisional HHB commander for the battalion. The deployed HHB commander is a SFAAT team leader and has no responsibility or accountability duties for soldiers/equipment at home station.

The solution for the home detachment leadership was to place a former battery commander (me) and a former first sergeant in the roles of HD CDR and command sergeant major. Many junior officers and NCOs who did not deploy have been required to step up. For example, the battalion XO is a captain and the S3 is a warrant officer 1.

It's a challenging mission. However, we are successful because NCOs are stepping up to maintain discipline and help out the smaller officer corps. Also, we have good systems in place for discipline, PT, administrative functions, etc. Lastly, we're realistic with what we can and cannot do for priorities and training. Our priorities are discipline and standards, establishing/maintaining systems, physical fitness, maintenance/services, and property accountability. The training that we accomplish is focused at the individual level.



A 1st Infantry SFAAT debriefs a mission at Fort Polk, La. The eight-day Security Force Assistance Advisor Course was held in November 2012.

Jon Roginski

I recently worked on a division staff that ran the numbers for two brigades getting ready to field security force assistance brigades. My assessment is that the situation is not as bad as it looks for the units and personnel that are not deploying. Do the analysis of your unit's particular situation, and engage with your higher headquarters to fill critical deficiencies. Provide a concise laydown of the resources you need to accomplish the mission. The higher headquarters will either resource you or accept the operational risk. That's what senior commanders get paid to do. This is important: Articulate your shortcomings based on fact. Do it in good faith, and the right things will happen.

Daniel Rullo

I am a company commander six-and-a-half months into a SFAAT mission in southern Afghanistan. The brigade commander, battalion commanders, company commanders, first sergeants, platoon leaders and platoon sergeants were pulled from their leadership positions to fill the teams. The battalion XO and CSM along with one "true" company commander and first sergeant run the battalion back at Fort Carson, Colo. My company XO and one platoon sergeant remain at Fort Carson to run my company. My XO and I speak once a week, but he is signed for the property and has command authority over the company to include UCMJ authority. The soldiers at Carson continue training to include crew live-fire exercises and tank gunneries. My understanding is that when we return, those with limited command time prior to deploying will remain in their command slot. Those like me, who have been in command for a while, will PCS. I'm not sure how I'm being rated, whether as a commander or a SFAAT XO.

One of the biggest issues with the SFAAT concept is the multiple reporting chains. We fall under the SFAAT leadership while at the same time answer to the battlespace owner. The SFAAT wants to build capability and capacity while the BSO wants results now. The two don't always align. This has been exacerbated by changes in OER rating schemes.

As far as the mission, we're a 12-man team that partners at the *kandak* (battalion) level to help them solve problems like logistics, reporting, fuel, leave and so on. We are limited by the experience on the team. Our S1, S3 and S6 are tank platoon leaders with little to no prior experience in these positions. While my PLs have done an incredible job learning and advising in their current positions, they lack experience and, most important, the rank to successfully advise. The incoming SFAAT seems to have addressed the rank issue. Most positions are filled by majors instead of lieutenants, so it will definitely help. One more recommendation: Bring your own security detail.

Brian Derickson

I'm the commander of the company at Fort Polk [La.] that is training the surge SFAATs. The question of who runs what is universally a friction point when the teams come through the course.

Aaron Lee

I'm the HHC Stryker commander for 5-20 IN (TF Regulars). I'm currently an ad hoc commander—a battlespace owner—which has been painful and challenging. I'm inte-

CompanyCommand Glossary

ANA- Afghan National Army
BSO- battlespace owner
CDR- commander
CSM- command sergeant major
EFMB- expert field medical badge
EIB- expert infantryman badge
FRG- family readiness group
HD- home detachment
HHB- headquarters and headquarters battery
HQ- headquarters
KD- key and developmental
MOS- military occupational speciality
MRX- mission rehearsal excercise
NCOER- noncommissioned officer evaluation report
OER- officer evaluation report
OPFOR- opposing force
PL- platoon leader
PCS- permanent change of station
SCO- squadron commander
SXO- squadron executive officer
UCMJ- uniform code of military justice
WFX- warfighter exercise
XO- executive officer

rated with a SFAAT. Who is in charge? As the BSO, I'm in harge of the SFAAT. Though the team is controlled by an O-, the BSO is still responsible overall. Since all the SFAAT eams have an active duty higher HQ, things like equipment ssues, etc., go through their HQ. You can imagine that we ave some issues.

Colby Krug

Initially, I thought this concept was a recipe for disaster. low I know that it can work, but only if you leave behind a trong footprint of leadership. In my case, I left behind my XO, who was a mature, strong leader and my first sergeant, long with my training guidance. The main body cannot be reated as a Rear-D or even called a Rear-D. It is the com- any and where the guidon should stay, while the company ommander and a small element deploy forward. The XO is he pseudo-commander, the primary hand-receipt holder for ll equipment left at home station, and holds UCMJ authority or Soldiers under his supervision. The company comman- er becomes the XO's senior advisor and makes decisions hat he needs to from downrange, mostly those involving JCMJ and evaluations. I believe company commanders hould stay engaged with and accountable for their unit and lso execute their SFAAT mission.

Mark Buckley

My unit is on the tail end of a SFAAT mission. All company XOs, including myself, were left back as acting company commanders once the SFAAT mission kicked off. When I ook over as acting commander, I signed for all the com- pany's property, thereby releasing the actual commander rom that responsibility. The commander transitioned to a SFAAT team-leader role, essentially leaving all company matters to me. Every couple weeks I updated the comman- der on the situation at home (training, discipline issues, per- sonnel problems). Besides the updates, the commander arely had anything to do with company matters at home. Due to the SFAAT mission, my company operated at about 70 percent strength. However, this did not inhibit my company's ability to shoot two gunneries, accomplish all individual warrior tasks, and conduct section STXs. All acting commanders dealt with company discipline matters to include Article 15s and chapters. The only training restriction was no training above the section/squad level, which was a good call given the reduced manning and leadership.

Evolution of Terms

Military Transition Teams (MiTT)—outdated term

Embedded Training Teams (ETT)—outdated term

Stabilization and Transition Teams (STT)—outdated term

Security Force Assistance Advisor Team (SFAAT)

Security Force Assistance Brigade (SFAB)

Adam Gittleman

My name is 2LT Adam Gittleman, and I am currently in command of C/1-9 CAV at Fort Hood, Texas. Our squadron is pushing forward about 100 senior leaders on a SFAAT mission—to include the SCO, SXO, CSM, S3, all the Troop Commanders, XOs and PLs. Staying behind are lieutenants in command of the Troops (along with first sergeants to help), and a new lieutenant colonel to take over as the Squadron Commander. We are going to take the time while the SFAAT guys are downrange to train up and actually be able to conduct recon missions—something we have not been able to focus on previously.

I cannot speak for the rest of the squadron, but the captain I am replacing has told me that I am in charge, hands down. If I need advice while he is gone, I should feel free to ask, but he will not be running the Troop. Personally, I feel that this is the best way to go about it. Granted I am a young officer, but I think this will allow me to develop and him to focus on his difficult mission. I have the benefit of an outstanding 1SG and a squadron command team who will back me up and help me along the way.

Kevin Smith

I am an Active Guard Reserve officer currently serving as the S3 of an infantry brigade that is providing personnel for an upcoming SFAAT mission. With Na-



First lieutenant Adam Gittleman (second row looking at the camera) commands Troop C, 1-9 Cavalry at Fort Hood, Texas. Here, the squadron participates in a brigade run in December 2012.



A number of lieutenants, like Matt Brooks pictured here at Fort Carson, Colo., are assuming command from company commanders tasked with the SFAAT mission.

tional Guard, the individual state has flexibility in how the SFAAT mission is manned. In the case of my brigade, this amounted to almost 100 officers and senior NCOs overall. We lost battalion S3s, company commanders and primary staff officers. This had a huge impact in a year with a brigade warfighter exercise scheduled. From my foxhole it is painful, but it is not without opportunities. Other officers and NCOs are being forced to step up and play in the big league, rather than lurk in the shadows. Think about the helicopter scene in "We Were Soldiers." "He's dead, what do you do?" "Take charge!" is the correct answer.

The way we handled the OERs/NCOERs is to transfer deploying leaders to a deployment manning document and off of our books. We close their OERs/NCOERs and they move out. In short, they are transferred and will return to us when the mission is over. Eleven years of deployments in the National Guard in this state have taught us that this is the most effective option.

It's not an ideal situation, but that's what our leadership has tasked us to do. Let's focus on making sure the guys going downrange have everything they need and turning operations CONUS into training opportunities. What if a 1LT gets the opportunity to command sooner, or the deputy S1 the chance to be the S1? How about letting the engineer officer have the chance to be the Chief of Operations at a WFX or allowing that stud company commander to serve as a battalion S3? Let's focus on what positive can come out of this rather than stewing on whether it was a good decision or not. I sound like a cheerleader, right? Those that know me well know I could have been a founding member of the "League of Disgruntled Majors." I am not a party line guy; however, at this point of the mission for my unit, my job is to figure out how to make it work. I challenge all of you to do the same.

Connect to Doctrine

Army doctrine defines security force assistance as "the unified action to generate, employ, and sustain local, host-nation, or regional security forces in support of a legitimate authority" (FM 3-07). Read more:

- *Commander's Handbook for Security Force Assistance* (July 2008)
- TC 31-73, *Special Forces Advisor Guide* (July 2008)
- FM 3-07, *Stability Operations* (October 2008)
- FM 3-07.1 *Security Force Assistance* (May 2009)
- JCISFA, *Afghan National Security Forces (ANSF) Advisor Guide* (June 2012)
- JCISFA, *Security Force Assistance Candidate Doctrine Publication* (June 2012)

Leisa Dixon

I am a signal company commander, currently in Afghanistan on a SFAAT mission. My brigade provided personnel to man 30 teams, which means the majority of the officers—from the brigade commander down—were pulled to support this mission. Once the officers on the teams were identified, the brigade solicited assistance from the division to provide additional officers to fill those slots that were vacant. Keep in mind the brigade did not select any 2LTs for these teams. Once the teams were filled, the next step was to identify which 1LTs would be Provisional/Rear-D commanders. Once the officers on the teams were identified, we conducted change-of-command inventories, and the 1LTs signed for all property via the property book office. During this time, we transferred many soldiers to various units throughout the installation. Most companies were down to 20–30 soldiers, just enough to maintain the basic functions of the company.

There are obvious challenges. For example, officers that took command prior to deploying will now spend their first nine months of command on SFAAT. First lieutenants and newly promoted SFCs are running companies. Majors, with no senior-rater profile, are sitting in as battalion commanders and, therefore, can't senior rate the lieutenants remaining behind. Company commanders and first sergeants are being rated in those positions but performing staff advisor duties in Afghanistan. Yet the brigade seems to be operating well. We communicate with those in the rear but are primarily focused on the mission here in Afghanistan. Soldiers in the rear are conducting training on basic soldier skills, MOS-specific training, taking advantage of NCOES schools, and conducting garrison functions. A real positive is the level of learning and development that the lieutenants who are in command positions are gaining, experience that will prepare them for future commands.

Harry (Zan) Hornbuckle

This is a great chance to get back to basics and to develop junior leaders. My BCT received the order to deploy 2



The SFAB mission creates time for non-deploying soldiers to train critical individual skills—like the 3rd Brigade, 4th Infantry Division soldiers at Fort Carson who earned their Expert Infantryman Badge in August 2012.

SFAAT (351 personnel) in December 2011. We prepared, trained, executed a JRTC MRX, and deployed the teams in April 2012 for nine months. We did not have a Rear-D. We developed 3BCT (AFG) on the SFAAT mission and 3BCT on the full-spectrum operations training mission. We left 3,538 soldiers and leaders at Fort Carson—to include all CSMs, three of six battalion commanders, and one senior company commander per battalion. Lieutenants became company commanders, SFCs became first sergeants, and warrant officers formed the base of the brigade staff. Designated officers at Fort Carson executed change-of-command inventories and signed for the property from the deploying SFAAT company commanders. We executed a series of Leader Professional Development (LPD) sessions for our new command teams focused on property accountability, legal affairs, care for Soldiers and training management. Our home-station training focused on the fundamentals, including EIB, EFMB, and many other individual-skills events along with gunnery and live-fire training up to squad level.

In addition to leader training, the identification and stabilization of the home station key and essential team are critical. Analyze the potential impact of every MOS. For example, reducing 91-series soldiers to below 50 percent created challenges in services that cannot be overcome without help.

Ryan Morgan

For 2/10 Mountain, we reorganized as a Security Force Assistance Brigade and trained as such prior to our deployment. An SFAB includes the SFAAT teams, along with security and enablers, self-contained under reduced brigade and battalion staffs. This task organization should create better unity of command because everyone is part of the same organic brigade. SFABs are more battlespace "integrators" than "owners." How do you rate officers who are not working in their assigned positions? After many discussions, with input from U.S. Army Human Resources Command, we carried all officers who fell into this category as in their KD position with an additional duty as a SFAAT leader/team member.

* * *

As our mission in Afghanistan has evolved, so has the way we've task organized for it. Previously, the emphasis was on Brigade Combat Teams owning battlespace and partnering with Afghan Security Forces—with teams of advisors embedded with Afghan units; now, that has shifted to Security Force Assistance Brigades with a primary mission of advising and, instead of battlespace owners, we are battlespace integrators. There are obvious challenges with this mission, for both those deployed and those at home station. But as Zan Hornbuckle and others emphasized, the mission brings opportunities as well.

Company commanders: Please join us in the new-and-improved version of our online professional forum to continue the conversation: http://CC.army.mil.



AUSA Sustaining Member Profile

American Technologies Network Corporation

Corporate Structure—Founded 1995. CEO/President: Mark Vayn. COO: James Munn. CTO: Scott Henry. VP of Sales: Lowell Stacy. Number of Employees: 40. Headquarters: 1341 San Mateo Avenue, South San Francisco, CA 94080. Telephone: 1-800-910-2862. Website: www.atncorp.com.

American Technologies Network Corporation (ATN) is a leading manufacturer of precision electro-optics, including night vision and thermal imaging. Headquartered in a new, larger manufacturing and distribution facility in South San Francisco, Calif., ATN has been expanding its manufacturing and research and development to provide customers with faster delivery, greater quality assurance and a larger, more knowledgeable customer service staff.

Since 1995, ATN has been a global leader in high-performance, day and night precision optics, providing military, law enforcement and civilian markets with a variety of optics featuring proprietary technologies and night vision core technologies from producers such as FLIR Systems, Photonis, L-3 and ITT Night Vision.



The U.S. Army ground forces have been using the ATN PVS14-3 Night Vision Monocular and the ATN PVS7 Night Vision Goggles for low-light to no-light environments for surveillance, target acquisition and reconnaissance missions for several years. Both systems allow the soldier to determine whether the optic is handheld or helmet-mounted. The ATN PVS units, designed specifically for the military, have been combat proven in the most extreme environments.

As military requirements for better imaging information from the battlefield increase, companies like ATN have innovated new technologies for greater clarity and depth in a smaller, lighter and more durable package. Thermal imaging provides soldiers with better resolution and target definition. As part of the latest efforts to provide individual soldiers with thermal imaging products specific to their needs, ATN has launched the Tactical Thermal line of systems made in the United States. The new products are all multipurpose systems using the latest in miniature thermal sensor technology combined with the new organic light-emitting diode display, providing a superior stable image in the smallest package available.

Thermal imaging systems were first developed for use by the military in the 1950s. Thermal imaging devices allowed ground forces to see and identify targets through the thermal energy that is emitted off the target. Thermal imaging devices produce an image based on the temperature differences between objects, thus producing a clearer image of the target at long distances, through a variety of light to no-light conditions and through smoke, fog and rain. Thermal weapon sights are used for surveillance, target acquisition and identification, and situational awareness.

At the beginning of 2012, ATN introduced the TTWS tactical thermal weapon sight family of systems designed to meet the needs of the individual soldier to aid in ground-based night operations. The system is setting the pace for future thermal devices that are weapon-mountable as well as handheld. Manufactured in light, medium and heavy lens configurations, the system is built to fit a full range of weapon platforms.

The latest advancements at ATN include the Tactical Thermal Monocular, or TTM-14, which allows the soldier to adapt a small thermal imaging monocular system to the specific mission. The TTM-14 takes advantage of the current PVS-14 night vision monocular and allows for easy acceptance of existing head gear, helmet mounts, weapon mounts and camera adaptors already in use for the PVS-14. The TTM-14 uses a patent-pending technology called Variable Pivot Technology (VPT), which allows the users to rotate the screen to match the angle of the TTM-14. The VPT comes into use whenever the monocular is helmet- or weapon-mounted so the screen is viewed as straight.

ATN/T3 is committed to the ultimate customer service. One of the unique programs that ATN/T3 has designed to achieve this commitment is an upgrade/retrofit program. Given tight budgets and lean spending, one alternative that ATN/T3 offers is to upgrade and modernize a customer's current existing fleet of night vision and thermal systems. ATN/T3 has the expertise to offer either a trade-in program or a retrofit/modernization program to update night optics.

To continue to assist the individual soldier in ground-based nighttime operations, ATN/T3 is working on developing future projects such as a COMS-22 Mini Thermal Clip-On sight and a TTG-7 Goggle thermal system. These systems will use the latest in miniature thermal sensor technology with an array of features that help the user to enhance the systems to meet all their requirements.

American Technologies Network Corporation is poised to become a leader in affordable, innovative thermal imaging applications for ground troops with the fastest, lightest, smallest and most rugged thermal optics available. ATN is an official supplier to the U.S. government under a General Services Administration contract and is registered with the Defense Logistics Agency, the Army Single Face to Industry Acquisition Business website, Defense Supply Center Columbus Internet Bid Board System, the Navy Electronic Commerce Online, the business-to-government market, federal marketplace and the UN Global Marketplace.

Soldier Armed

One System Remote Video Terminal

By Scott R. Gourley

One recent system to enter the Army inventory that has significantly enhanced the combat capabilities of U.S. Army warfighters is the One System Remote Video Terminal (OSRVT). The complete system consists of a receiver, modem and antennas, cables, software, and an optional extended-range antenna.

"OSRVT is the one system that provides soldiers enhanced situational awareness with real-time, full-motion video and telemetry data from all of our manned and unmanned platforms capable of sending video down to the ground," explained LTC James Kennedy, product manager, Common Systems Integration in the office of program manager for Unmanned Aircraft Systems. "It's the one system that can do that. It can pick up video from pretty much everything that is flying for the Army as well as from some of the other service platforms that can send video, so it really gives the soldier that situational awareness on the ground in real time."

"We like to say that it 'provides video to the tactical edge,'" added Ed Gozdur, deputy product manager for Common Systems Integration. "All of a sudden, places that never had video before get to see video and telemetry that expand the operational awareness of the operators at various echelons."

According to Gozdur, the program initially started with an urgent operational need statement (UONS) received from theater during the early days of both Operation Enduring Freedom and Operation Iraqi Freedom.

"UAVs were flying, but they got video only in the tactical operations centers that had a Shadow Ground Control Station or a Hunter Ground Control Station," he said. "Video only went to those select places, so there was a UONS that said, 'We need video, telemetry and operational data to spread out throughout the theater.'"

Gozdur said that the urgent need fed a development cycle that improved on the remote video terminals that had previously been available for the Shadow system.

"We improved those, produced a bunch of them and sent them out to the field for a trial," he said. "They came back and said this was in fact what they wanted; they needed the systems. Based on that, we got another operational need statement that basically required us to procure about 2,000 for the field for use in theater."

Fielding of the systems began in 2007, and today the majority of those systems are in theater, supporting the conflict.

Major industry participants to date include AAI Corporation and L-3 Communications. L-3 builds the ROVER 6 transceiver, a primary component of OSRVT, as well as some other system components, while AAI adds certain telemetry software and other features in its role as systems integrator and OSRVT prime contractor.

"Beyond the operational need statements, the development of the OSRVT and the process that led to the fielding in 2011, the OSRVT became an official program of record," Kennedy said. "That was a significant event for us because that means that we are fully funded, we are recognized as a program of record, and we have a basis of issue plan (BOIP) for units to receive the OSRVT and put it onto their property books. So instead of just being a piece of equipment that they use in theater, it is actually part of the equipment that they will have and train with every day."

Under the BOIP the current total Army procurement objective is for 3,175 OSRVTs.

Michelle Vigo, interoperability sys-



L-3 Communications

The One System Remote Video Terminal (OSRVT), which consists of a receiver, modem and antennas, cables, software, and an optional extended-range antenna, allows soldiers on the ground to downlink live surveillance video and telemetry data directly from unmanned aerial systems and some manned aircraft platforms.

tems engineer for Common Systems Integration, pointed to two significant program activities currently under way to enhance the OSRVT. "We're working on our next block upgrade to the system," she said.

While systems currently in theater feature a "receive mode" that can receive video from UAS and some manned platforms, Vigo said that the next block upgrade will incorporate "bidirectional capability," adding, "This will be where that OSRVT operator will have the capability to take control of the payload of our unmanned aircraft, so if he requests control and that request is granted, he will be able to slew the payload to where he wants to look. Instead of having to talk back to the ground control station operators and asking them to slew left or right, he can instead request control and do it himself. That will really decrease the operational time required to get that situational awareness."

The program office is currently working on the engineering issues surrounding the upgrade, which they are planning for fielding in fiscal year (FY) 2014. In the interim, FY 2013 efforts are also focused on implementing Type I encryption on the OSRVT video links.

"There are two major pieces that we want to accomplish in the near term," Kennedy said. "One of them is ongoing right now. That's the Type I encryption piece with that capability being fielded to our BOIP. Then in FY 2014 we will move to the bidirectional piece. Those are the two new capabilities that we are focused on over the next couple of years."

Looking even further into the future, Vigo highlighted some of the efforts targeting time frames of FY 2015 and beyond.

"One of them is that OSRVT will be a major component of our FUSE [Federated Universal Synchronization Engine] system," she said. "The FUSE system will allow an edge user to log into a web portal and put in a service request, identifying where they need video from an unmanned aircraft."

The FUSE system will create a web portal so that any user hooked up to the network with a laptop or an OSRVT can log on and put in a service request for past, present or future information. Under the system the OSRVT video will be archived and federated out to expand the video and information dissemination across the battlespace. Without OSRVT the FUSE system would not be as robust.

"We're also looking out into the 'out years' at the potential of a variant of OSRVT that would provide 4G connectivity, increasing the portability of our OSRVT and extending that capability out," Vigo added. "And we are looking at expanding the OSRVT capability to receive more video from various other platforms, expanding beyond Army Aviation out to our joint partners as well as expanding the bi directional capabilities."

Gozdur noted that the OSRVT growth exploration is looking at manned helicopter platforms, extending the capabilities beyond the currently equipped Apaches and Kiowa Warriors to possibly adding OSRVT to Black Hawks, Chinooks and potentially some fixed-wing platforms, as well as expanding the range of ground vehicles equipped with OSRVT.

Asked about the critical role being played by a system fielded just six years ago, Kennedy said, "More than anything, it increases the situational awareness for the soldier on the ground and at the edge. It gives him the real time video that he was not able to have before. Now he is able to make decisions based on real-time information. That was not something we were able to do before. Previously those decisions were made on information that was taken at some point in time and passed through a series of processes in the intelligence community before it got down to the soldiers. That might have taken hours [or] days, but now the soldier has that information in real time right where he is located."

Gozdur highlighted the impact of OSRVT on manned/unmanned teaming, adding, "All of a sudden an Apache pilot, a Kiowa Warrior pilot or a vehicle on the net has eyes out front: He has an OSRVT. A UAS is flying over the objective, streaming that video back and they will be able to know what they're going to roll into. They'll know the target area [and] the threat, and they will be able to react accordingly before they even get to that area."



The Rover 6 transceiver, a primary component OSRVT, improves targeting, battle damage assessment surveillance and convoy watch as well as situational awareness. Fielding of OSRVTs began in 2007, and they continue to be upgraded.

Reviews

The Issue of Command Accountability

amashita's Ghost: War Crimes, Mac- Arthur's Justice, and Command Ac- countability. *Allan A. Ryan. Univer- sity Press of Kansas. 380 pages; maps; black-and-white photographs; notes; bib- liography; index; $34.95. Publisher's website: www.kansaspress.ku.edu.*

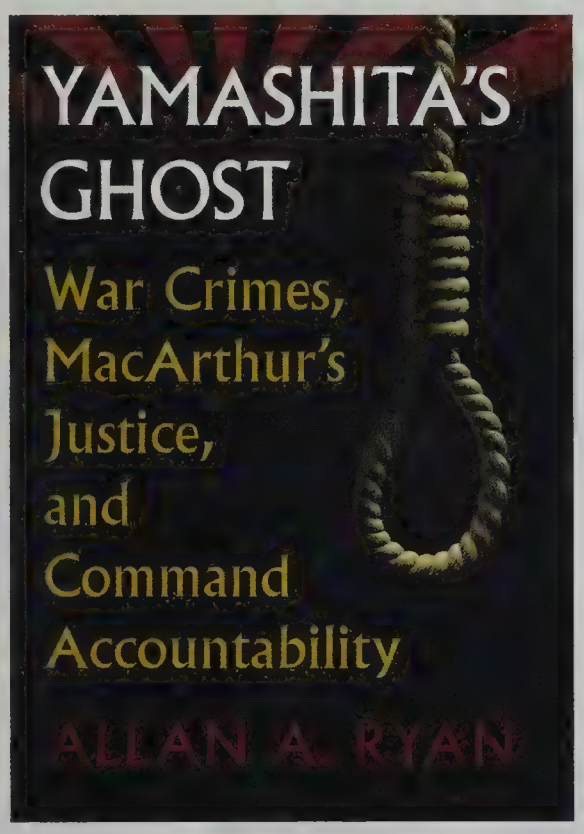
By COL Stanley L. Falk
AUS retired

'n the three years that Japanese forces occupied the Philippines in World War II, they imposed a punishng ordeal of brutality and terror on ne local population. The worst exesses and most shocking atrocities ccurred in the last 10 months, after American forces had landed on Leyte, vhen probably at least 100,000 Filpinos were beaten, tortured, beeaded, raped and murdered, most of hem during the month-long battle for Manila.

The Japanese commander during his final period was Gen. Tomoyuki 'amashita, one of Japan's top generls. He fought a brilliant campaign to apture Malaya and Singapore in the irst 70 days of the war, but his troops ommitted three major atrocities, the vorst of which was the slaughter of ome 5,000 Chinese civilians after Sinapore's surrender.

Apparently, Yamashita did not orler these actions, yet it is difficult to elieve that he was unaware of them –and he certainly did nothing to stop hem. Only later, however, when he nade an embarrassing public statenent that contradicted official Japanse policy, was he relieved of his comnand. Premier and War Minister General Hideki Tojo, an old and jealus rival, promptly ordered him to a ost in Manchuria, where he would emain in virtual exile until he was ordered to take charge in the Philippines nore than two years later.

Yamashita reached Manila on October 7, 1944, barely two weeks before invading American forces under GEN Douglas MacArthur would land on Leyte. He discovered that the quarter of a million Japanese troops in the Philippines were ill-prepared to defend the islands: poorly trained and equipped, widely scattered, and difficult to control and coordinate over a communications system badly dam-



aged by American airstrikes. His new chief of staff had yet to arrive, and Yamashita himself knew little about the character and ability of his staff and subordinate commanders—nor did he have any authority over other Japanese forces in the Philippines. Army air units, large naval ground forces and the army logistical command were, like Yamashita himself, separately under the overall command of Field Marshal Hisaichi Terauchi's southern army. Yamashita's plan to defend the Philippines on the main island of Luzon would be overturned and reversed by Terauchi even as American troops were landing successfully on Leyte.

Under these circumstances, Yamashita knew that he would not be able to halt or oppose the powerful American offensive in open battle on the flat terrain of Luzon's central plain—especially since, on Terauchi's orders, he was sending some of his best troops to their destruction in the futile defense of Leyte. Thus he deployed his forces on Luzon in three separate last-stand mountainous positions: east of Manila, western Luzon, and—under his own direct command—in northern Luzon. In these rugged heights he hoped to carry out a prolonged stubborn defense that would bleed and delay the Americans and degrade their ability to invade Japan itself for as long as possible. He would not defend Manila, which he ordered evacuated, although he could only hope that naval ground forces not under his command there would follow his instructions.

MacArthur's forces landed practically unopposed on Luzon in early January. After a few months of hard fighting they eliminated almost all resistance except for Yamashita's stronghold in northern Luzon. Manila too fell, but only after a month of bloody combat during which its Japanese defenders unleashed a wave of killings, rapes and pillaging on its helpless civilians. Finally, in early September, following the overall Japanese capitulation, Yamashita surrendered himself and the remains of his command to the attacking American forces. A month later, he was hastily placed on trial before a military commission established by MacArthur. He was charged with violating the laws of war by failing "to control the operations of members of his command, permitting them to commit brutal atrocities and other high crimes."

As Allan Ryan convincingly demonstrates in *Yamashita's Ghost*, the trial that followed was a travesty of justice in which the rules of evidence were flouted, the defendant was denied due process and normal courtroom procedures were ignored in the rush to con-

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ict him. Ryan does this by a careful xamination and analysis of the trial ecord and other basic sources, and a horough explanation of the principles f military and international law that vere disregarded.

MacArthur's military commission consisted of five general officers, one of whom had any background whatsoever in the law. Nor did they seek legal assistance from any of the lawyers already serving in MacArthur's headquarters, despite their obvious unfamiliarity with many of the basic rules and customs of the courtroom. They were also under great pressure from MacArthur to bring the proceedings to a speedy conclusion.

The commission's readiness to admit customarily inadmissible evidence was clearly demonstrated when the presiding general asked a shocked defense counselor whether "all hearsay evidence ... is normally excluded from any court of law." Indeed, MacArthur's directive to the commission stated that it could consider anything that might "be of assistance" or have "probative value" or was in any way "relating to the charge." In other words, as Ryan concludes, "no rules of evidence whatever were to apply."

Ryan teaches the law of war at Boston College Law School and Harvard University. Previously he had been a clerk for Supreme Court Justice Byron R. White, a U.S. Marine Corps judge advocate, and an assistant to the U.S. Solicitor General. As the first director of the Justice Department's Office of Special Investigations, he prosecuted Nazi war criminals who had escaped to America.

Yamashita's Ghost replaces an earlier book, *The Case of General Yamashita*, by one of Yamashita's defense counselors, A. Frank Reel. Both are convincing critiques of the proceedings in Manila, but Ryan's is far more comprehensive and analytical than Reel's.

The charge against Yamashita of failing to control his troops, as Ryan clearly explains, was not only ambiguous but also unprecedented in the annals of military justice. Commanders had never been deemed responsible for the crimes of their subordinates unless they had specifically ordered them to be committed. But when Yamashita's chief counsel argued on that basis that the charge did not constitute a violation of the laws of war, his objection was summarily dismissed by the military commission.

Yamashita's defense team also pointed out that the powerful American ground and air offensive on Luzon had completely cut off the general's ability to communicate with his scattered subordinate commands and to direct or interfere with their actions. He had neither ordered the atrocities carried out by his troops nor was he even aware of them or in any way capable of preventing them. Indeed, the Japanese defending Manila, where most of the atrocities were committed, were not even under his full command and had ignored his specific instructions to evacuate the city without a fight.

The prosecution failed to disprove any of these points. Nevertheless, the commission concluded that there had been widespread and deliberate atrocities committed in the Philippines and that Yamashita had "failed to provide effective control" of his troops. They found him guilty of violating the laws of war and sentenced him to be hanged.

The verdict and sentence, as sustained by a majority of the U.S. Supreme Court, despite the vigorous dissent of two of the justices, set a precedent, the effects of which are still with us. "Yamashita's ghost lingers in the law," concludes Ryan. The issue of "command accountability" remains a troubling one that could well confront American commanders faced with similar situations beyond their control.

***COL Stanley L. Falk**, AUS Ret., Ph.D., is a military historian and author specializing in World War II in the Pacific.*

The Forgotten Campaigns of World War II

The Liberator: One World War II Soldier's 500-Day Odyssey from the Beaches of Sicily to the Gates of Dachau. *Alex Kershaw. Crown Publishers. 448 pages; black-and-white photographs; maps; notes; bibliography; index; $28. Publisher's website: crownpublishing.com.*

By COL Kevin W. Farrell
U.S. Army retired

Alex Kershaw is a popular World War II historian known for his work on individual and small-unit aspects of the war, particularly from the American perspective. His most successful works include *The Longest Winter: The Battle of the Bulge and the Epic Story of World War II's Most Decorated Platoon* and *The Bedford Boys: One American Town's Ultimate D-Day Sacrifice*. Continuing his practice of personalizing the war and connecting individual experiences to wider events swirling around them, Kershaw has written a compelling chronicle of the wartime career of Felix L. Sparks and important campaigns of the 45th Infantry Division and its 157th Infantry Regiment, in which Sparks commanded the 3rd Battalion.

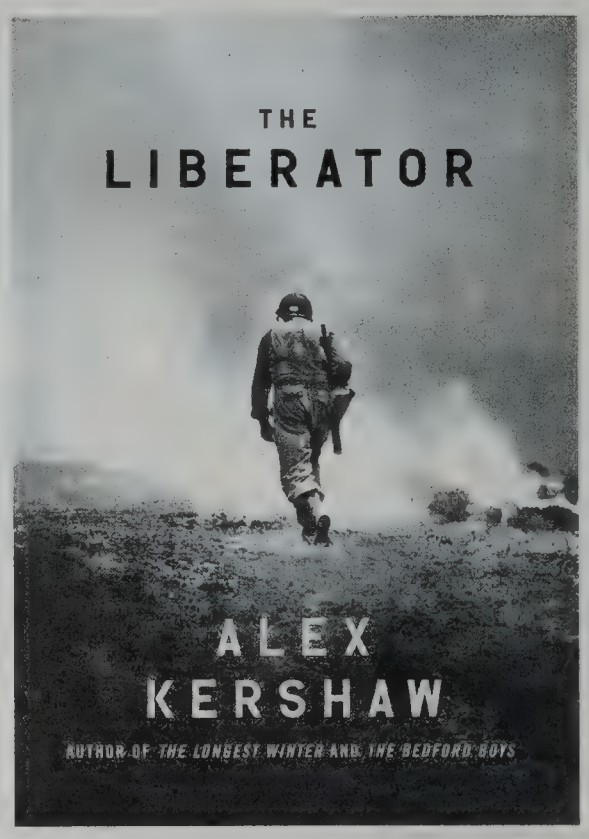
D-Day and associated battlefield exploits of the 82nd and 101st Airborne Divisions are well-known. *The Liberator* is important because it highlights achievements of one of the best infantry divisions the U.S. Army fielded during the war but one that is little remembered today.

Although the main purpose of the book is to detail the experiences of a single brave infantry officer, the reader also gains an appreciation of significant battles in Italy, France and Germany, and the extraordinary sacrifice made by men of the Thunderbird Division. According to Kershaw, "nine out of ten men who had left America with the division had been wounded, killed, or taken prisoner" by the end of the war in Europe. With 3,650 men killed in action, 13,729 wounded in action and an incredible 41,647 non-battle casualties, it is clear why by the end of the war the

"division's initial number of men had been replaced seven times since July 10, 1943." From the landings on the beaches of Sicily to the end of the war in Europe, Kershaw depicts how the war touched the men on the front line in light of these incredible losses.

The great strength of the book is not its coverage of the big operational questions of the war but its description of the personal and often shocking experiences of the typical soldier. A telling example is how an army new to combat dealt with the issue of burying the dead. When Sparks was the regimental adjutant shortly after the Allied landings in Sicily, the regimental chaplain complained that dead bodies needed to be buried properly. In turn, the regimental commander told Sparks "to see that they are buried with honor." Sparks commandeered the regimental band and secured wood for crosses from a local village to accomplish the mission. Although the passage demonstrates Sparks' creativity, it also reveals the unpreparedness of the U.S. Army in the summer of 1943.

Over the course of the book, Sparks rises to infantry battalion commander and even has several personal encounters with GEN George Patton. The reader is made eyewitness to the famous race between Patton and Field Marshal Bernard Montgomery for Messina, Sicily. Chapter 8, "A Blood-Dimmed Tide," is one of Kershaw's best as it details the debacle at Anzio from the company perspective. The invasion of Southern France and the costly Vosges campaign are also covered, but the highlight of this work is undoubtedly the depiction of a fierce lost battle fought near Reipertswiller, France, in mid-January 1945 during the



last major German offensive in the west: Operation Northwind.

The site of Sparks' greatest heroism, Reipertswiller, was also his greatest failure. A mountain infantry regiment of the 6th *Waffen-SS* Division surrounded and ultimately captured most of Sparks' battalion. Drawing on recollections from both sides, Kershaw examines this bitter American defeat closely. The outcome was grim: seven company commanders, 30 platoon leaders, and 600 men killed, wounded or captured. Although Sparks was nominated for the Distinguished Service Cross for exceptional heroism during the battle, the division commander, MG Robert T. Frederick, disapproved the award because most of Sparks' battalion was captured. His withering judgment was that Sparks' actions were "'the normal actions of any commander in this situation and do not constitute extraordinary heroism for which the Distinguished Service Cross is awarded.'" While Kershaw portrays Frederick as vindictive because Sparks openly criticized the general, it is worth noting that Frederick himself was a highly decorated and well-regarded commander.

Concluding chapters address the final weeks of the war including the liberation of Dachau concentration camp and its horrific conditions. Vividly describing the awful scenes Sparks men encountered, Kershaw relates how some were driven to near madness and exacted vengeance on the *SS* soldiers posted there, actions for which Sparks later reported to GEN Patton for court martial charges, which were subsequently dismissed. The book closes with a brief summary of Sparks' post war life as an attorney and brigadier general in the Colorado National Guard.

With original photos and excellent maps, *The Liberator* is appropriate for anyone interested in a personal account of the less glamorous but vital campaigns of the war in Europe. Serious students of military history will lament the absence of endnotes supporting significant statistics throughout the book. Overall, however, Kershaw's latest work is a valuable contribution to understanding how frontline infantry regiments fought and won World War II in Europe.

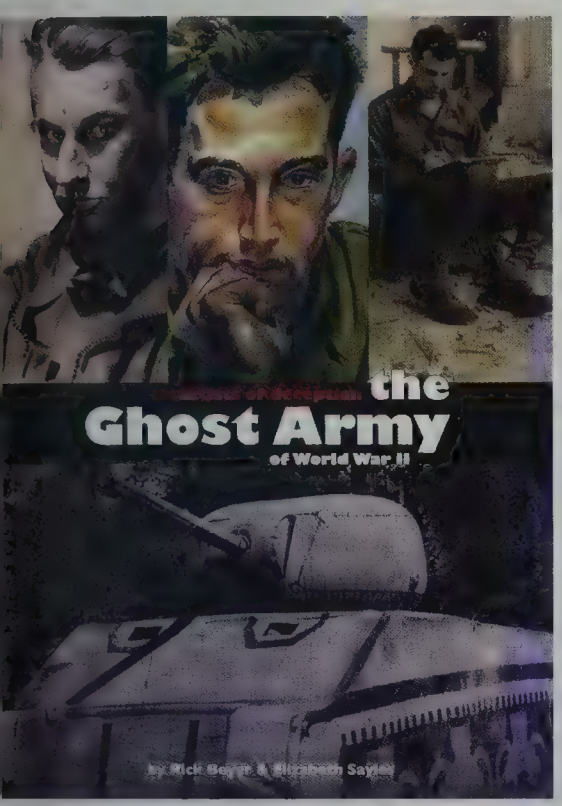
***COL Kevin W. Farrell**, Ph.D., USA Ret. is a former associate professor of history at the U.S. Military Academy. He commanded a combined arms battalion in Iraq, and his most recent book is* The Military and the Monarchy: The Case and Career of the Duke of Cambridge in an Age of Reform.

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Artists of Deception: The Ghost Army of World War II. *Rick Beyer and Elizabeth Sayles. Plate of Peas Productions. 48 pages; color photographs; illustrations; $19.95. Publisher's website: www.plateofpeas.com.*



Deception has long played an important and effective role in military operations. The ancient Greeks used it when they constructed the famous Trojan horse to gain access to the besieged city of Troy. Its use was also seen during the Civil War, when Confederate GEN P.G.T. Beauregard hoodwinked the Federals into believing he had formidable reinforcements by moving empty trains to the accompaniment of cheering. During World War II, the Allies used Operation Quicksilver to deceive the Germans into thinking that the European invasion would take place at Pas-de-Calais, France, and that the plan to land at Normandy was just a trick to distract them. As a result, the German army devoted considerable forces to Pas-de-Calais and was unable to launch a counterattack once Normandy was taken. Operation Quicksilver, however, was not the only ruse employed during World War II.

In *Artists of Deception*, Rick Beyer and Elizabeth Sayles highlight one particular unit that is perhaps not as well-known, the 23rd Headquarters Special Troops—the Army kept its existence secret for about 40 years after the war. Officially activated in January 1944 and composed of only 1,100 men, the 23rd was "a mobile deception unit trained and equipped to stage multimedia illusions on demand."

Its sole purpose was to trick the enemy, and the unit was well-equipped for this task with soldiers skilled in sonic, radio and visual deception. (Some of the unit's soldiers were skilled artists who later went on to pursue artistic careers after the war.)

Speaker systems were used to make the enemy think that large numbers of troops were present, soldiers impersonated radio operators from actual units, engineers used bulldozers to create phony tank tracks, and others inflated rubber tanks and other fake military vehicles and then deliberately camouflaged them inadequately so that the enemy would see them.

Among their missions was creating the appearance that GEN George Patton's forces were moving west instead of east to attack German forces. On a later occasion, they created the illusion that the Sixth Armored Division (AD) was reinforcing GEN Patton's troops, buying time for about a week until the real Sixth AD could arrive.

Their greatest work, though, was in drawing German forces away from the area where the Ninth Army was planning to cross the Rhine River. The Ghost Army earned a commendation for the important part they played in that operation.

In addition to describing some of the unit's missions, *Artists of Deception* provides a valuable look at the personal lives of the soldiers of the 23rd Headquarters Special Troops through photographs as well as various sketches and illustrations they made as they journeyed across Europe in the months following D-Day.

A documentary about the 23rd Headquarters Special Troops, "The Ghost Army," is expected to premiere on PBS later this year. For more information, visit http://www.ghostarmy.org.

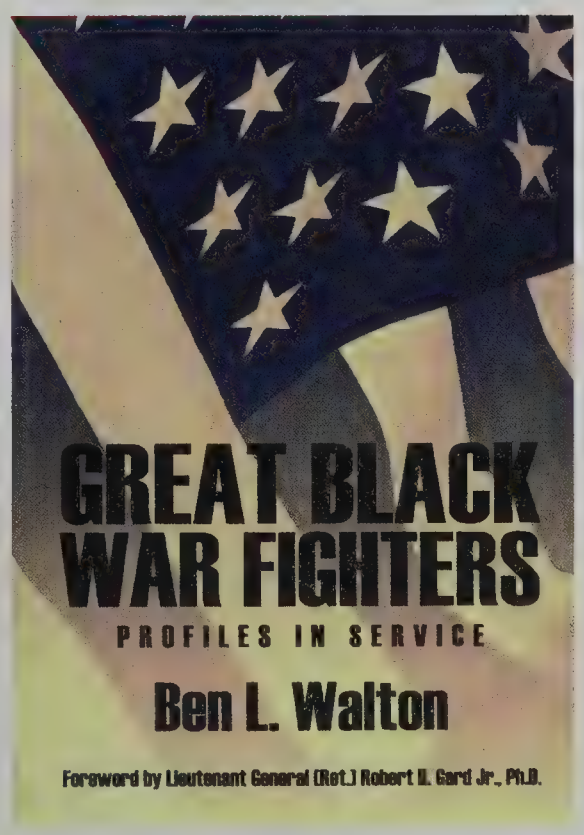
—Jeremy Dow

Briefly Noted...

Great Black War Fighters: Profiles in Service. *Ben L. Walton. Strategic Book Publishing and Rights Co. 238 pages; black-and-white photographs; appendices; bibliography; index; $29.97. Publisher's website: www.sbpra.com.*

Since the integration of the military in 1948, the services have witnessed countless African-American flag officers demonstrate extraordinary leadership and offer tremendous contributions to national defense. In *Great Black War Fighters: Profiles in Service*, Ben L. Walton highlights the achievements of 29 U.S. Army, Air Force, Marine Corps, Navy and Coast Guard officers.

Walton offers a concise collection of biographies on well-known and lesser-known African-American flag officers organized by service and accompanied with black-and-white photographs. Among these featured figures are Julius W. Becton Jr., Roscoe Robinson Jr., and Daniel (Chappie) James Jr. Walton hopes this work will inspire current minority soldiers to strive for the highest levels of success and accomplishment as they serve their nation.





February is African-American History Month. *Here, the Buffalo Soldier Monument stands at Fort Leavenworth, Kan., to honor the African-American cavalrymen of the historic 9th and 10th U.S. Cavalry Regiments. GEN Colin Powell, the first African-American Chairman of the Joint Chiefs of Staff, was a leading member of the team that funded the statue and its surrounding park setting. Standing at the Buffalo Soldier Monument, GEN Powell said, "Look at this statue. Look at him. Imagine him in his coat of blue ... on his horse ... a pistol on his hip. Courageous iron will. He showed that the theory of inequality must be wrong. He could not be denied his right. It might take time—it did take time. But he knew that in the end he could not be denied."*

GEN Powell continued, "The Buffalo Soldiers were not the only ones in the struggle ... the 24th and 25th Infantry Regiments ... the 92nd and 93rd Infantry Divisions ... the high-flying Tuskegee Airmen ... the parachuting Triple-Nickels ... our Navy's Golden Thirteen ... the Monfort Point Marines ... and thousands of other brave black Americans have gone in harm's way for their country since the days of the Buffalo Soldier. Always moving forward and upward ... step by step ... sacrifice by sacrifice."

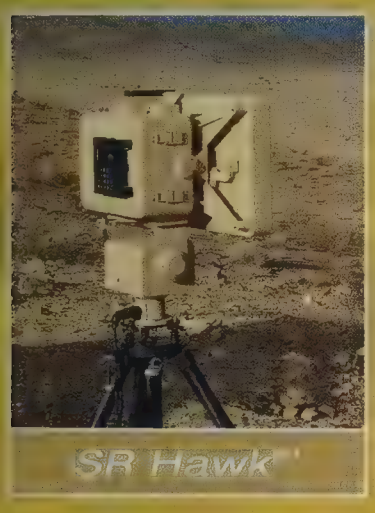
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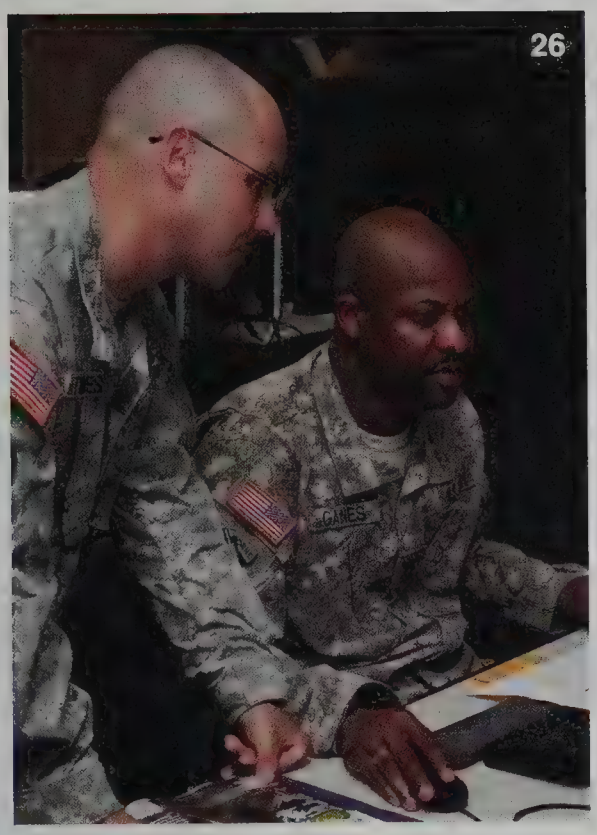
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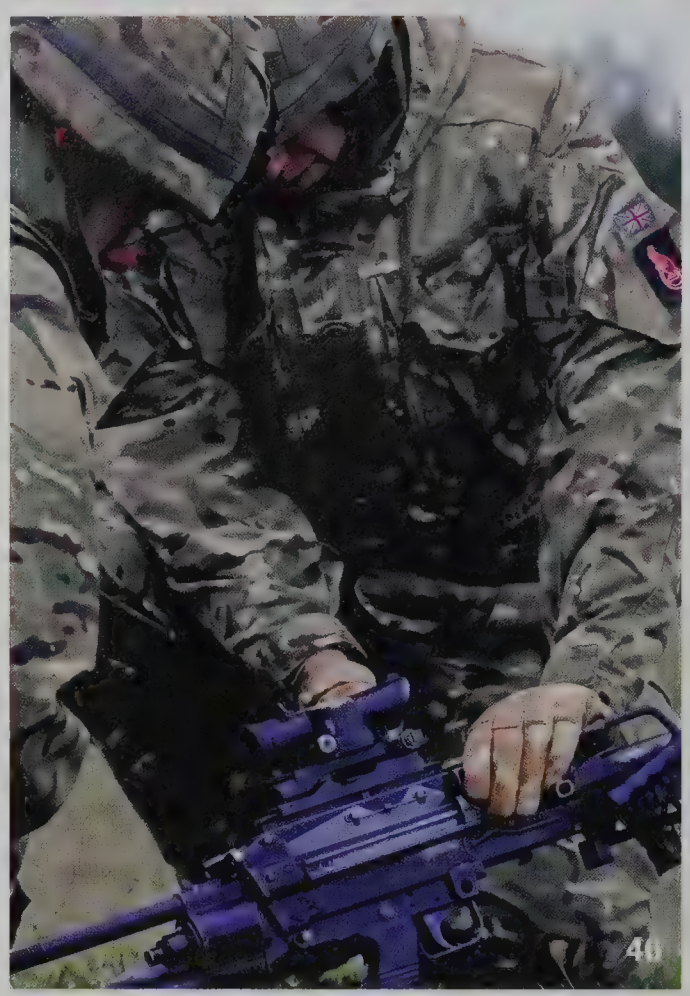
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Letters

'On Becoming a Strategic Leader'

■ I just finished re-reading "On Becoming a Strategic Leader" (January "Front & Center") by LTG James M. Dubik, U.S. Army retired. Bravo and congratulations on a superb and thoughtful essay. I took the liberty of suggesting to the folks at the School of Advanced Military Studies that his essay be a part of a Fellows discussion.

The question now is: How should we structure our officer development and promotion selection process to ensure we have a range of candidates from which to choose our senior leaders, ones who truly can act as strategic leaders? I imagine that people have asked the same question since the time of Caesar's legions.

I certainly hope that LTG Dubik is involved in the Training and Doctrine Command "Campaign of Learning." As usual, he is making me think, for which I am grateful.

COL KEVIN C.M. BENSON, USA RET.
Lansing, Kan.

MRAP

■ I read with great interest the "Washington Report" article in the November 2012 issue ("Production of Heralded MRAPs Ends"). My grandson and five other marines were on patrol in an MRAP (mine-resistant ambush protected vehicle) that was hit by an IED (improvised explosive device) in Iraq. They all suffered the same injuries: head concussions and punctured eardrums, but they all survived because of the outstanding design o the MRAP. I saw a video of how th maximum strength from the metal un der armor is harnessed by rolling it un til all the grains line up. My wife an I—and my grandson's family—will b forever grateful that he had the protec tion of the MRAP.

RICHARD CIMERA
Little Falls, N.J.

Educating Officers

■ The Army War College is about t conduct a strategic review of curricu lum, and I have recommended Kevi Benson's article, "Educating Officer for the 21st Century" (January) to thos involved with the project.

Two points were key for me: con testing the credibility and value of stu dent assessments, and acknowledgin that the role of executing doctrine i different from that of those who de velop doctrinal concepts.

Thanks again for a very well-pre sented piece that argues the need fo discipline among our strategic thinker and leaders.

COL CHARLES D. ALLEN, USA RET.
Carlisle, Pa.

On Veterans

■ I have an issue with the articl written by MG Guy S. Meloy, U.S Army retired, "Who and What Is a Vet eran?" (November 2012). While I ap plaud the content of the article and be lieve it expressly defines what al veterans believe about their service

This Month's Cover

U.S. Army pilot Jennifer A. (Jen) Reynolds was photographed as a captain in 2005 while flying Black Hawk helicopters in Iraq with the 3rd Infantry Division (Mechanized). Currently, she is a major, serving as the executive officer for the 1st Battalion, 101st Aviation Regiment, part of the 101st Combat Aviation Brigade, in Afghanistan's Regional Command-East. Between those assignments, she served a tour in Afghanistan with the Regional Command-South headquarters. Combat exclusion restrictions for women serving in the U.S. military were recently ended by the Department of Defense. The news story on lifting the ban on women in combat is on page 9. *(Cover photograph by Dennis Steele)*



ARMY Magazine welcomes letters to the editor. Short letters are more likely to be published, and all letters may be edited for reasons of style, accuracy or space limitations. Letters should be exclusive to ARMY Magazine. All letters must include the writer's full name, address and daytime telephone number. The volume of letters we receive makes individual acknowledgment impossible. Please send letters to The Editor, ARMY Magazine, AUSA, 2425 Wilson Blvd., Arlington, VA 22201. Letters may also be faxed to (703) 841-3505 or sent via e-mail to armymag@ausa.org.

ny exception and concern are with his tatement, "Just as our fathers and grandfathers and our great grandfathers, we took an oath…"

Though I chose to believe this was not an intentional slight, I think the women who have served our nation in the armed forces were excluded by inference. Statements such as this are why many people in this country, even today, do not view women as true veterans. I served nearly 28 years and deployed more times than I can count to Iraq, Afghanistan and other countries in order "to defend the Constitution of the United States against all enemies, foreign and domestic." I served with many men stateside who never deployed, yet the context of this article would have the public believe that only men are veterans. Women have officially served this nation in uniform since before the start of World War I and even then had to fight to receive recognition as veterans.

Every point made by MG Meloy in the last paragraph of his article can be applied to all of the women who served. I think MG Meloy could have made his point better had he said, "Just as our parents, grandparents, and great grandparents…" and ensured the recognition due *all* of our veterans.

MSG TANYA R. WHITNEY, USA RET.
Sorrento, La.

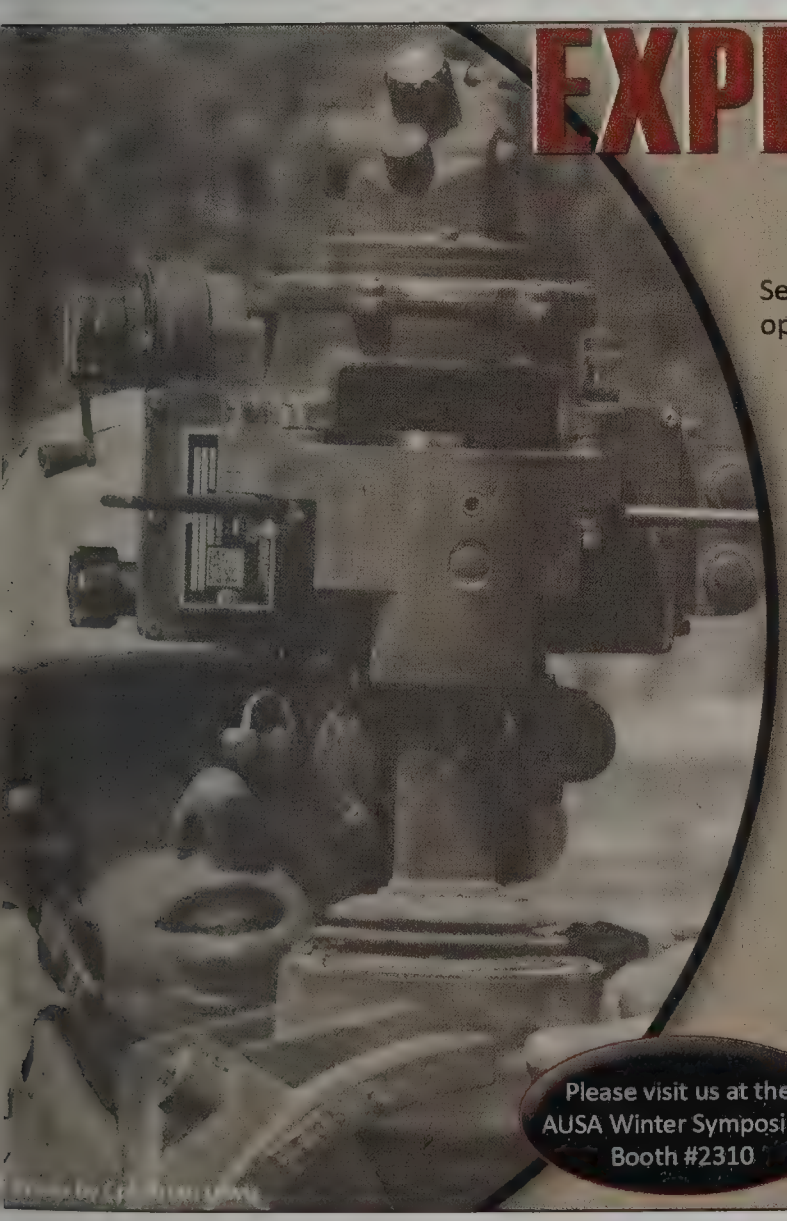
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Washington Report

Obama & Karzai Agree to Change in U.S. Role

President Obama and Afghan president Hamid Karzai agreed after talks at the White House in January that most U.S. combat operations will end this spring, when the mission will change to one of training, advising and assisting Afghan forces. It is a speedier transfer of security than planned.

"By the end of next year—2014—the transition will be complete," President Obama announced in a news conference. "Afghans will have full responsibility for their security, and this war will come to a responsible end."

The President said he is reviewing DoD recommendations on troop numbers and the mission in Afghanistan after 2014. No announcements were made on the speed of the drawdown or how many troops would redeploy and when.

President Obama said he will announce the next phase of the drawdown "in the coming months." The two leaders confirmed that the United States does not seek any permanent bases in Afghanistan.

The two nations have yet to sign a bilateral security agreement that would give U.S. troops diplomatic immunity in Afghanistan. President Obama said that without such an agreement it would be impossible to have any U.S. troop presence after 2014. President Karzai, who has long shied away from granting immunity, said he would argue for it with his nation's grand council.



NDAA Provisions. The National Defense Authorization Act (NDAA) for fiscal year 2013 includes provisions that address suicide, sexual assault and abortion as well as acquisitions. In the wake of rising suicide rates, one provision mandates that DoD establish a position to oversee all suicide prevention programs as well as one comprehensive program for the military instead of allowing the services to devise their own programs. The provision, which clarifies one in the 2011 NDAA, specifically authorizes commanders, chaplains and health-care professionals to ask troops about their privately owned firearms, the most common method of servicemember suicide.

The NDAA also calls for the Secretary of the Army to conduct a study of resilience programs within the Army to assess the effectiveness and quality of training of the Army's Comprehensive Soldier and Family Fitness Program.

The study will be conducted through September 30, 2014, and a report of the results will be submitted to Congress by the end of October of that year.

The authorization fully funds the Army's requests for a total of 153 Chinook, Apache and Black Hawk helicopters and it calls for the U.S. Air Force to retain an additional 32 cargo aircraft to meet the Army's needs for intra-theater airlift. It funds the Abrams tank at $209 million, $135 million more than the Army requested.

The NDAA limits Army troop cuts to 15,000 soldiers per year until fiscal year 2017. According to congressional officials, President Obama could change that, using "state of emergency" power that the country has been operating under since the terrorist attacks of 9/11.

Veterans Bills Signed. In January, President Obama signed into law two veterans bills: the Improving Transparency of Education Opportunities for Veterans Act of 2012 (H.R. 4057) and the Dignified Burial and Other Veterans' Benefits Improvement Act of 2012 (S. 3202).

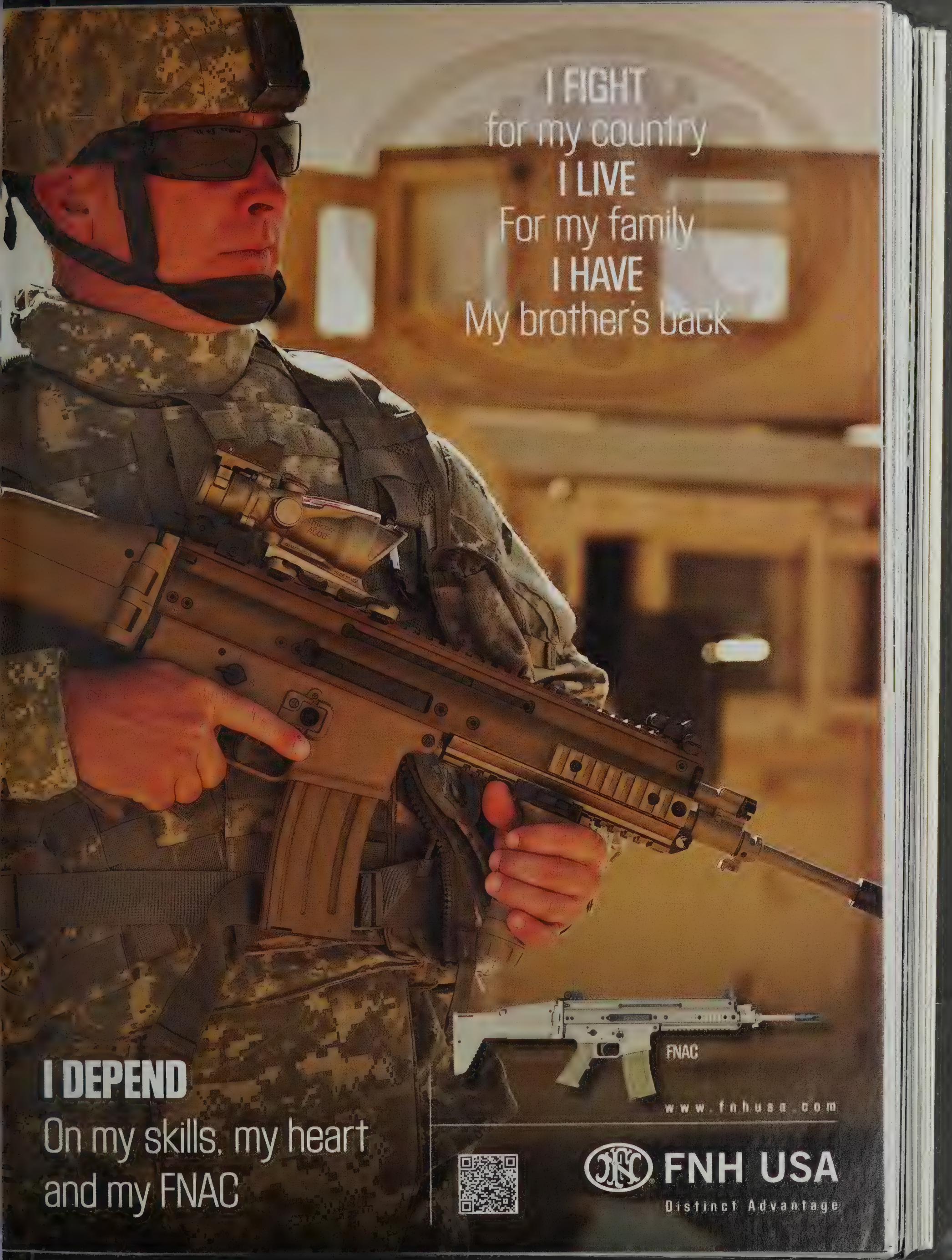
The Education Opportunities Act directs the Secretary of Veterans Affairs (VA) to provide student veterans with more information so that they can make informed decisions on schools when using the post-9/11 GI Bill to further their education.

The Dignified Burial of Veterans Act directs the VA, when sufficient funds are unavailable, to furnish a suitable casket or urn to any deceased veteran with no next of kin for burial in a national cemetery.

2013 BAH Rates Increase. In January, DoD released the new 2013 Basic Allowance for Housing (BAH) rates. Overall rates increased an average of 3.8 percent. Average increases for servicemembers with dependents are approximately $60. A typical E-6 with dependents, for example, will receive about $60 more, while an O-3 with dependents will receive about $55 more.

About 21 percent of BAH localities saw a net decrease, but it applies only to newly reporting servicemembers. Those already assigned to a location are protected if the area's housing costs go down and see no decrease in the BAH. They still receive the increase if the rate goes up. The measure protects servicemembers who have made long-term commitments in the form of a contract or lease.

BAH is computed based on median current market rent, average utilities (electricity, heat and water) and average renter's insurance. Total housing costs are calculated for six housing profiles based on type of dwelling and number of rooms in each military housing area. BAH rates (with and without) dependents are then calculated for each pay grade.


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News Call

DoD Lifts the Ban on Women in Combat

Secretary of Defense Leon E. Panetta and GEN Martin E. Dempsey, Chairman of the Joint Chiefs of Staff, announced in January that DoD has rescinded the 1994 Direct Ground Combat Definition and Assignment Rule and lifted the ban on women in combat.

GEN Dempsey had written Secretary Panetta earlier in the month and notified him that the service chiefs had unanimously agreed to "eliminate all unnecessary gender-based barriers to service" and "to integrate women into occupational fields to the maximum extent possible." The decision builds on one made in February 2012 that opened positions to women by rescinding a colocation restriction and allowing them to be assigned to specific positions in ground combat units at the battalion level.

Women "have become an integral part of our ability to perform our mission," Secretary Panetta told reporters at the Pentagon press briefing, adding that "further integration of women will occur expeditiously."

Each service must submit a detailed implementation plan by May 15. In addition, they must submit quarterly progress reports. The process must be completed by January 1, 2016.

GEN Dempsey explained that the services and Special Operations Command will begin expanding the number of units and the number of women assigned to those units this year and "will continue to assess, develop and validate gender-neutral standards so that we can start assigning personnel to previously closed occupations." The standards need to apply across different types of conflict, he said, but if a particular standard is such that a woman can't meet it, the service must explain why it is so high. If an assessment results in a recommendation to keep an occupational specialty or unit closed to women, it must be personally approved first by the Chairman of the Joint Chiefs of Staff and then by the Secretary of Defense.

The process will open up thousands of jobs to women, who have been prohibited from serving in ground combat units below the brigade level. Service in Iraq and Afghanistan, where women were medics, military police and intelligence officers, blurred the lines. Although women could not be assigned to combat roles, they were attached to battalions and were not clear of combat.

This change is not about women being allowed to serve in combat, GEN Dempsey said. "We're way beyond that. And that's part of the point here, ... that women are serving in combat and have been." He added, "In 2003, when I got to Baghdad as the commander of the 1st Armored Division, my first foray out of the forward operating base, I hopped into the up-armored Humvee ... and I slapped the turret gunner around the leg, and I said, 'Who are you?' And she leaned down and said, 'I'm Amanda.' And I said, 'Ah, okay.' So, female turret-gunner protecting division commander. And it's from that point on that I realized something had changed, and it was time to do something about it."

Women now comprise about 15 percent, or about 200,000, of the U.S. military's 1.4 million active duty personnel, and represent more than 280,000 deployments in support of the missions in Iraq and Afghanistan.



U.S. Army/Casey Slusser



U.S. Army/SGT Christopher Bonebrake

Left, in a live-fire exercise, PFC Anna Ciamaichelo, I Battery, 1st Squadron, 11th Armored Cavalry Regiment, unloads an FIM-92 Stinger missile she is about to fire. Right, CPL Margie Jones (left) and SPC Judy Sanchez, both military police officers assigned to the Army Reserve's 539th Military Police Detachment, watch bomb dogs train with their handlers on Bagram Air Field.

Troops Deploy to Turkey. U.S. soldiers deployed to Turkey in January to staff Patriot missile batteries in support of a NATO missile defense operation called Active Fence. The Turkish government requested NATO's help in augmenting its air defense capabilities as the civil war in neighboring Syria escalated and Syrian shells landed in Turkish territory.

The U.S. missile batteries and forces will be based at Gaziantep, Turkey, about 30 miles north of Syria. Soldiers from U.S. Army Europe's 10th Army Air and Missile Defense Command will provide command and control and serve as an intermediary between the U.S. missile batteries and NATO commanders. The Patriot batteries are from the 32nd Air and Missile Defense Command, Fort Bliss, Texas. Most of the U.S. forces deploying—some 400 soldiers—are from the 3rd Battalion, 2nd Air Defense Artillery, based at Fort Sill, Okla.

Germany and the Netherlands, the only other NATO nations with PAC-3 Patriot anti-missile systems, are also contributing two systems each and the forces to staff them. The deployment is only defensive, and the duration will be determined by the contributing nations in coordination with NATO and Turkey.

Medal of Honor. In a February ceremony at the White House, former SSG Clinton Romesha became the fourth living recipient of the Medal of Honor for battlefield gallantry in Iraq or Afghanistan. As a section leader with Bravo Troop, 4th Brigade Combat Team, 4th Infantry Division, Romesha helped repel an attack by some 300 insurgents at Combat Outpost Keating in eastern Afghanistan's Nuristan Province in October 2009.

The soldiers of Bravo Troop, 3rd Squadron, 61st Cavalry Regiment, 4th Brigade Combat Team, woke to find themselves surrounded and greatly outnumbered by insurgents occupying high ground surrounding Keating. Romesha braved heavy fire to take out one machine-gun team and engaged a second. He continued to fight even after receiving shrapnel wounds from an enemy rocket-propelled grenade. Romesha mobilized and led a five-man team to repel the insurgents during hours of heavy fire, directed air support that destroyed more than 30 Taliban fighters, and personally took out several other enemy positions. He also provided covering fire, helped three wounded soldiers to the aid station and under heavy fire recovered several fallen comrades. His efforts allowed the troop to regroup and fight off the insurgents.

Romesha enlisted in the Army in September 1999 as an M1 armor crewman. His service included an operational deployment to Kosovo and a combat tour to Iraq before his deployment to Afghanistan. He separated from the Army in April 2011 and lives in Minot, N.D., with his wife and their three children.

Afghanistan Rotations. DoD has identified three major units to deploy as part of the upcoming rotation of forces operating in Afghanistan. The spring rotation involves one infantry brigade combat team (IBCT) with roughly 2,250 personnel; a combat aviation brigade (CAB) with roughly 2,200 personnel; and a corps headquarters with roughly 500 personnel. Deploying units include:

- 4th IBCT, 3rd Infantry Division, Fort Stewart, Ga.
- 10th CAB, 10th Mountain Division, Fort Drum, N.Y.
- III Corps Headquarters, Fort Hood, Texas.

For information on the respective deployments, contact the following: 4th IBCT, 3rd Inf. Div., contact the Fort Stewart, Ga., public affairs office at 912-435-9879 or 912-435-9870; 10th CAB, 10th Mtn. Div., contact the 10th Mtn. Div. public affairs officer at 315-772-7634; and III Corps HQ, contact the Fort Hood public affairs office at 254-286-5139.

Force Cuts Possible. A Programmatic Environmental Assessment (PEA) issued by the Department of the Army in January analyzes various ways that cutting the Army's active duty end



U.S. soldiers assigned to the 101st Airborne Division's 1st Brigade Combat Team and Afghan border police hike from their landing zone to Observation Point 12 along the Afghanistan-Pakistan border in January.

trength from some 562,000 personnel
o 490,000 by fiscal year (FY) 2020
vould affect installations, the econ-
my and the environment. The report
s a proposal; no decisions have been
nade.

The PEA proposes three alterna-
ives to effect planned changes and re-
luctions in forces necessary to reduce
Army active duty end strength. The
irst calls for inactivating at least eight
rigade combat teams (BCTs) and re-
ligning other combat, combat support
nd service support units between
ow and FY 2020.

The second alternative calls for inac-
ivating more than eight BCTs but re-
rganizing the remaining ones by
dding an additional combat maneu-
er battalion and other units. Some
ases might see personnel gains under
he second option.

A third alternative analyzes what
would happen if the Army made no
cuts.

The PEA evaluates scenarios at 21 installations that will probably experience changes in military personnel. The maximum personnel loss at any installation is 8,000, and the maximum increase in personnel is 3,000. The 21 installations considered are: Fort Benning, Ga.; Fort Bliss, Texas; Fort Bragg, N.C.; Fort Campbell, Ky.; Fort Carson, Colo.; Fort Drum, N.Y.; Fort Gordon, Ga.; Fort Hood, Texas; Fort Irwin, Calif.; Joint Base (JB) Langley-Eustis, Va.; JB Elmendorf-Richardson, Alaska; JB Lewis-McChord, Wash.; Fort Knox, Ky.; Fort Lee, Va.; Fort Leonard Wood, Mo.; Fort Polk, La.; Fort Riley, Kan.; Fort Sill, Okla.; Fort Stewart, Ga.; U.S. Army Garrison (USAG) Hawaii; and USAG Fort Wainwright, Alaska.

For more information or to view the study, visit http://aec.army.mil/usaec/nepa/topics00.html.

Army Casualties In Afghanistan

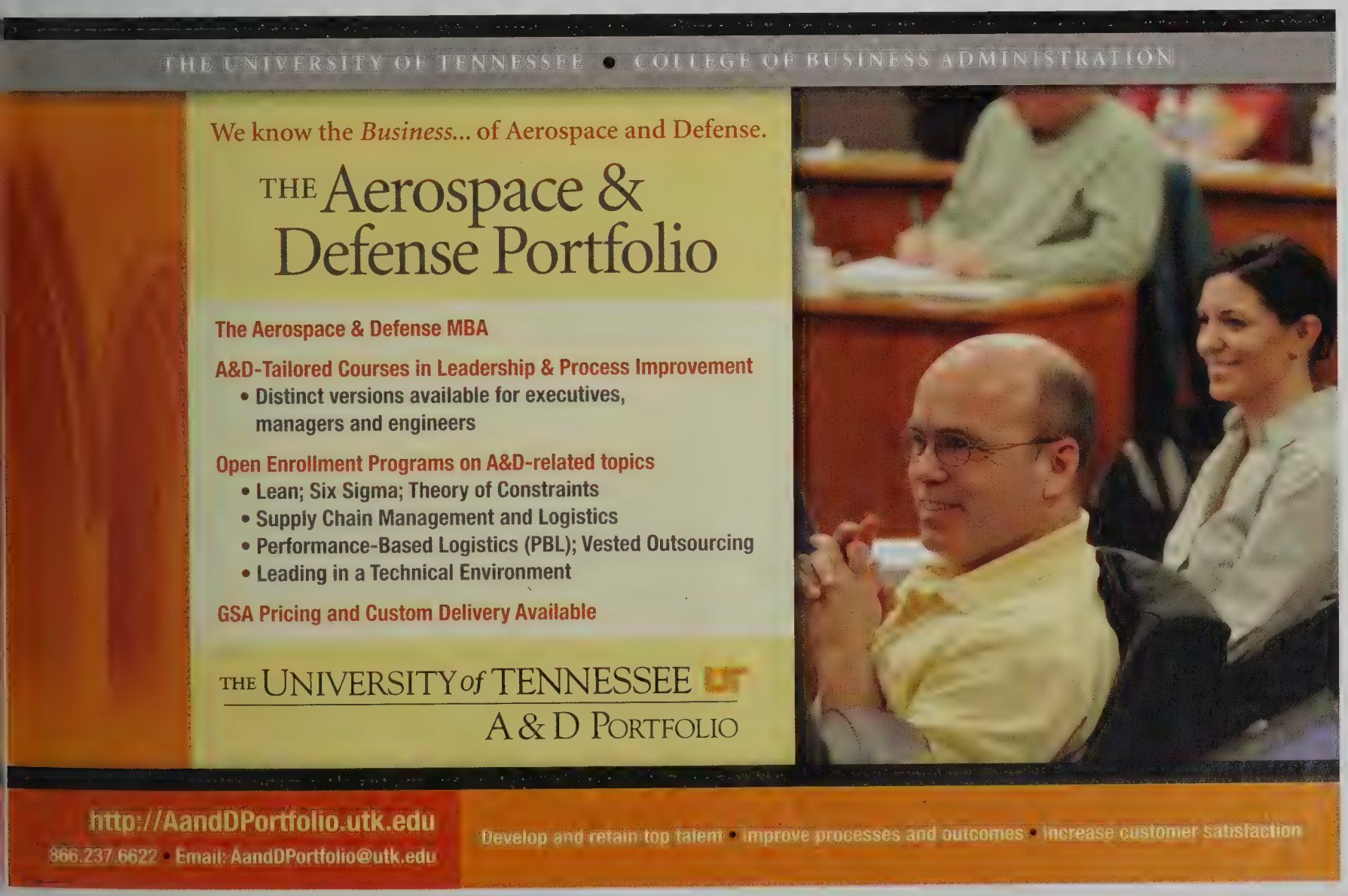
The following U.S. Army soldiers were reported killed supporting Operation Enduring Freedom from January 1 to January 31, 2013. All names have been released through the Department of Defense; families have been notified.

SGT David J. Chambers, 25
SGT Mark H. Schoonhoven, 38
SGT Aaron X. Wittman, 28

New Era for USAREUR. LTG Donald M. Campbell Jr. formally assumed command of U.S. Army Europe (USAREUR) during a ceremony at the new headquarters in Wiesbaden, Germany, in January.

Affirming the command's vitality during a time of change, LTG Campbell said, "We are reducing our garrison footprint across Europe. This transition makes us leaner, better organized and more agile. In the end, we will be better prepared to face the challenges of the future."

Part of this change is the deactivation of two brigades. The 170th Infantry Brigade Combat Team, based in Baumholder, Germany, for more than 50 years, cased its colors last October. By January, its soldiers had departed for other assignments or been absorbed by other units in Baumholder. The 172nd Separate Infantry Brigade, which re-



GENERAL OFFICER CHANGES*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*



GEN L.J. Austin III from VCSA, Washington, D.C., to Cmdr., CENTCOM, MacDill AFB, Fla.



LTG J.M. Bednarek from CG, First U.S. Army, Rock Island Arsenal, Ill., to Chief, OSC-I.



LTG R.L. Caslen Jr. from Chief, OSC-I, to Superintendent, USMA, West Point, N.Y.



LTG B.S. Champoux from Asst. CoS, C-3/J-3, UNC/CFC/USFK /Dep. CG, Eighth U.S. Army, Korea, to CG, Eighth U.S. Army/CoS, CFC, Korea.



LTG K.E. Tovo from Cmdr., SOCCENT, CENTCOM, MacDill AFB, Fla., to Cmdr., CSTC-A, NTM-A, Afghanistan.



MG R.O. Baker from Cmdr., CJTF-HOA, OEF, Djibouti, to CG, MDW/ Cmdr., JFHQ-NCR, Washington, D.C.



MG P.E. Funk II from Dep. CG (Ops.), 1st Inf. Div./CJTF-1, OEF, Afghanistan, to CG, 1st Inf. Div., and Fort Riley, Fort Riley, Kan.



MG S.B. MacFarland from DCS, Ops., ISAF, OEF, Afghanistan, to CG, 1st AD and Fort Bliss, Fort Bliss, Texas.



MG M.K. Nagata from Dep. Dir. for Special Ops., J-37, Jt. Staff, Washington, D.C., to Cmdr., SOCCENT, CENTCOM, MacDill AFB, Fla.

Brigadier Generals: **B.T. Crawford** from CG, 5th Signal Cmd., USAREUR and Seventh Army, Germany, to Dir., J-6, Cyber/C4, EUCOM, Germany; **J.P. Harrington** from Exec. Asst. to the CJCS, Washington, D.C., to Dep. Cmdr., 1st Inf. Div. and Fort Riley; **L.J. Richardson** from Dep. CG (Spt.), 1st Cav. Div., Fort Hood, Texas, to DCS, Communications, HQ, ISAF, OEF, Afghanistan; **W.A. Shoffner Jr.** from Dep. Cmdr. (Spt.), 1st AD, Fort Bliss, to DCS, Ops. and Training, TRADOC, JB Langley-Eustis, Va.; **B.K. Thompson** from Dep. CG (Spt.), 25th Inf. Div., Schofield Barracks, Hawaii, to Dep. Dir. for Strategic Planning and Policy, J-5, USPACOM, Camp H.M. Smith, Hawaii; **J.C. Thomson III** from Dir., CoS, Army Coordination Grp., OCSA, Washington, D.C., to Dep. Cmdr., 4th Inf. Div. (M), Fort Carson, Colo.; **S.M. Twitty** from DCS, Communications, HQ, ISAF, OEF, Afghanistan, to Sr. Cmdr., Fort Hood, Fort Hood; **P.D. Utley** from DCS, Ops. and Training, TRADOC, JB Langley-Eustis to CG, ATEC, APG, Md.

■ ***AD**—Armored Division; **AFB**—Air Force Base; **APG**—Aberdeen Proving Ground; **ATEC**—U.S. Army Test and Evaluation Cmd.; **CENTCOM**—U.S. Central Cmd.; **CG**—Commanding General; **CJCS**—Chairman of the Joint Chiefs of Staff; **CJTF-1**—Combined Joint Task Force-1; **CJTF-HOA**—Combined Joint Task Force-Horn of Africa; **CoS**—Chief of Staff; **CSTC-A**—Combined Security Transition Cmd.-Afghanistan; **DCS**—Deputy Chief of Staff; **EUCOM**—U.S. European Cmd.; **ISAF**—International Security Assistance Force; **JB**—Joint Base; **JFHQ-NCR**—Joint Force Headquarters-National Capital Region; **MDW**—U.S. Army Military District of Washington; **NTM-A**—NATO Training Mission-Afghanistan; **OCSA**—Office of the Chief of Staff, Army; **OEF**—Operation Enduring Freedom; **Ops.**—Operations; **OSC-I**—Office of Security Cooperation-Iraq; **SOCCENT**—Special Operations Cmd. Central; **Spt.**—Support; **TRADOC**—U.S. Army Training and Doctrine Cmd.; **UNC/CFC/USFK**—United Nations Cmd./Combined Forces Cmd./U.S. Forces Korea; **USAREUR**—U.S. Army Europe; **USMA**—U.S. Military Academy; **USPACOM**—U.S. Pacific Cmd.; **VCSA**—Vice Chief of Staff, Army.*

turned from a deployment to eastern Afghanistan last July, has reduced its personnel by 50 percent and will complete deactivation and leave Grafenwoehr, Germany, by October. Some 8,000 soldiers made up the two brigades.

LTG Campbell told reporters after the assumption of command ceremony that the number of soldiers in Europe is slated to drop to 30,000 in the next three or four years. Additional units may be deactivated in the future.

USFK Security. Speaking at a community briefing at U.S. Army Garrison Yongsan, Korea, in January, GEN James Thurman, commander of United Nations Command/Combined Forces Command/U.S. Forces Korea (USFK) said U.S. forces in the Republic of Korea are facing a period of "high vulnerability," following North Korea's successful launch of a long-range rocket in December.

NATO's Security Council has tightened sanctions and condemned the missile launch as a violation of a ban on ballistic missile activity. North Korea's National Defense Commission responded by warning that a nuclear test of a "higher level" is upcoming and that it will begin a new phase "against the U.S., the sworn enemy of the Korean people."

Experts agree that North Korea lacks the capability to hit the United States with a missile, but another test would bring it a step closer to producing a long-range missile tipped with a nuclear warhead. GEN Thurman said the U.S. military is closely monitoring North Korea's actions.

Regional Alignment. This month the 2nd Brigade Combat Team (BCT), 1st Infantry Division, begins partnering with U.S. Army's Africa Command for about 18 months.

The Fort Riley, Kan.-based "Dagger Brigade" is the first unit in the Army's effort to regionally align forces with specific unified combatant commands and will be the main force provider for security cooperation and partnership-building missions in Africa. Following its rotation to the National Training Center, Fort Irwin, Calif., the brigade

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SENIOR EXECUTIVE SERVICE ANNOUNCEMENTS



R.S. Carter, Tier 2, from Exec. Dir., DTC, WSMR, N.M., to Exec. Technical Dir./ Dep. to the Cmdr., APG, Md., both ATEC.



D. Pfoltzer, Tier 2, from Dep. Dir., Program Analysis and Evaluation, ODCS, G-8, Pentagon, Arlington, Va., to Principal Dir., Policy and Resources/CFO, CIO, G-6, Pentagon.



M. Williams, Tier 2, from Dep. to the Cmdr., SDDC, Scott AFB, Ill., to Dir., LIA, ODCS, G-4, Fort Belvoir, Va.

Photographs currently unavailable: **K. Kolesar**, Tier 2, from Dir. Force and Infrastructure Analysis Div., OSD, Pentagon, to Dep. Dir., Program Analysis and Evaluation, ODCS, G-8, Pentagon; **V.S. Ramdass**, Tier 2, Dir., LIA, ODCS, G-4, Fort Belvoir, Va., to Dir. for Partnering (J9), SOUTHCOM, Miami, Fla.

Tier One. **M. Dickens** from Exec. Dir., ACC-Redstone Arsenal, Ala., to Dep. to the Cmdr., AMCOM, AMC, Redstone Arsenal; **J.B. Lackey Jr.** from Dep. Dir. for Air Warfare Programs, OUSD (AT&L), to Dir. for Engineering, AMRDEC, RDECOM, Redstone Arsenal; **P. Perconti** to Dir., Sensor Electron Devices Directorate, ARL, APG, Md.; **M. Ramsey** to Dir. of Investments, OSA (FM&C), Pentagon; **D. Salo** from Dep. Asst. Sec. for Export Enforcement, BIS, Dept. of Commerce, Washington, D.C., to Dir., Forensics and Biometrics FOA, OPMG, Arlington, Va.; **B.J. Sotirin** from Dep. Dir., Strategy, Policy, Programs and Logistics, USTRANSCOM, Scott AFB, Ill., to Dep. Dir. of Programs (J5), HQ, AFRICOM, Stuttgart, Germany; **M. Swinson** from Dir., Space and Cyberspace Technology Directorate, SMDC, Redstone Arsenal, to Dep. Dir., Rapid Acquisition and Technology, JIEDDO, Arlington, Va.; **K.B. Tycer** to Chief Counsel, ACC, Redstone Arsenal.

■ ***ACC**—U.S. Army Contracting Cmd.; **AFB**—Air Force Base; **AFRICOM**—U.S. Africa Cmd.; **AMC**—U.S. Army Materiel Cmd.; **AMCOM**—U.S. Army Aviation and Missile Cmd.; **AMRDEC**—U.S. Army Aviation and Missile Research, Development and Engineering Center; **APG**—Aberdeen Proving Ground; **ARL**—U.S. Army Research Laboratory; **ATEC**—U.S. Army Test and Evaluation Cmd.; **BIS**—Bureau of Industry and Security; **CFO**—Chief Financial Officer; **CIO**—Chief Information Officer; **DCS**—Deputy Chief of Staff; **DTC**—U.S. Army Developmental Test Cmd.; **FOA**—Field Operating Agency; **HQ**—Headquarters; **JIEDDO**—Joint Improvised Explosive Device Defeat Org.; **LIA**—Logistics Innovation Agency; **ODCS**—Office of the Deputy Chief of Staff; **OPMG**—Office of the Provost Marshal General; **OSA (FM&C)**—Office of the Secretary of the Army (Financial Management and Comptroller); **OSD**—Office of the Secretary of Defense; **OUSD (AT&L)**—Office of the Under Secretary of Defense for Acquisition, Technology and Logistics; **RDECOM**—U.S. Army Research, Development and Engineering Cmd.; **SDDC**—U.S. Army Military Surface Deployment & Distribution Cmd.; **SMDC**—U.S. Army Space and Missile Defense Cmd.; **SOUTHCOM**—U.S. Southern Cmd.; **USTRANSCOM**—U.S. Transportation Cmd.; **WSMR**—White Sands Missile Range.*

will also focus on Africa-related training that will increase the soldiers' language skills as well as their cultural understanding and awareness.

The brigade will conduct about 100 missions in at least 34 African countries. According to COL Jeffery Broadwater, Dagger Brigade commander, the brigade will not deploy as a whole. Most missions will involve military-to-military cooperation and training to fulfill a specific request, such as marksmanship training or casualty evacuation, and will be conducted by small teams of soldiers and leaders.

Major partnered exercises will require more soldiers. Most missions will last about a week, but some of the larger exercises could last 30 to 60 days. All will be in response to specific partner-nation requests, coordinated through the U.S. State Department and staffed with forces tailored to the mission.

GEN Raymond T. Odierno, Army Chief of Staff, told *The Washington Times* he picked "Africa first as a test case" because it "is an area that is growing in importance," and the Army has "the opportunity to shape it now to prevent conflict later."

GCV Program Changes. In January, the Pentagon issued a memorandum announcing changes in the Ground Combat Vehicle (GCV) acquisition strategy that are designed to ensure the long-term affordability of the program and save DoD more than $4 billion through 2018.

"The combination of fiscal pressures and the need for additional development time led to this restructured program," states the memorandum.

The technology development phase of the program, which began in late 2011, has been extended six months to give contractors more time to mature vehicle designs while the Army finalizes GCV requirements before the next developmental milestone (B) in 2014. The revised acquisition strategy calls for selection of only one vendor (instead of the two previously announced) for the engineering and manufacturing development and production phases of the program.

Milestone C, at which time a production decision will be made, has been postponed from fiscal year (FY) 2018 to FY 2019. In addition, the planned procurement of engineering and manufacturing development prototypes is no longer authorized.

Tax Help Available. Military OneSource is providing free online tax preparation assistance for servicemembers. Reserve component soldiers can use the service regardless of their activation status, as can medically discharged retirees and family members designated to support deployed soldiers.

During an interview with American Forces Press Service and the Pentagon Channel, Tony Jackson of the Military OneSource program office explained that the basic service is free, but that premium service, required for taxpayers who must file Schedule C returns, incurs a fee.

Military OneSource also has tax consultants who can provide forms and basic information relative to military-specific issues and questions. They make recommendations only, however, and do not prepare forms.

Jackson stressed the service is safe and secure. Encryption software is used and there is no selling of information.

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An Affordable Army

By GEN Frederick J. Kroesen
U.S. Army retired

A recent newspaper headline read "The Unaffordability of the All-Volunteer Military." The article summarized a Defense Department Reserve Forces Policy Board report that concludes that the United States cannot sustain the pay, allowances and health benefits that the all-volunteer military forces and their dependents enjoy. Consequently, a military compensation and retirement modernization commission will be created "to make recommendations to modernize such systems ... to ensure the long-term viability of the All-Volunteer Force." The commission cannot include any member employed by a veteran's service organization or related advocacy group or association.

Given the conclusion that the current system is unaffordable—then barring participation by some who are the most knowledgeable while requiring the ensuring of the long-term viability of the volunteer force—seems a formidable undertaking. The first task will be determining or describing what will be affordable. We might start with an arbitrary budget reduction, say 50 percent, and have the services derive the capabilities possible and the force structure and resources needed to support, adjusting the capabilities or the budget as necessary to achieve a balance. Or we could establish a structure reduction—for the Army, from 10 down to five or four divisions—and have the services determine the resources needed as they prepare program objectives memoranda. Both of those methods are historical, but neither addresses the costs of the volunteer force that critics cite as the causes of unaffordability.

Principal among these causes is the cost of the retirement population, particularly those who have served only 20 years. It seems to rankle critics that a 17-year-old enlistee can retire at 37 with a lifetime income and medical coverage. (The paucity of the stipend is never an issue.) Their alternative is to require a 30- or 40-year career term. That would undoubtedly reduce retirement costs. Currently 80 percent of our veterans leave the Army without any retirement income. Wouldn't it seem that a workforce, 80 percent of whom abandon such an attractive retirement, would be a real bargain? What labor union would agree to such a proposed restriction? We might get the figure up over 90 percent if we require 30 or 40 years, perhaps finding that only some generals and a few sergeants major would hang on to qualify.

When the German government rebuilt its post-war military, retirement age was set at 60 years. Twenty-five and 30 years later, the glut of 50-year-olds awaiting retirement stymied the promotion system and reduced combat capabilities while keeping the ranks filled with less qualified—perhaps worn-out—soldiers. They were a draft army, but their combat leadership was very thin or beyond the age of real effectiveness. They did not need 45-year-old squad leaders or 50-year-old infantry battalion commanders. They returned to an up-or-out promotion system and revised qualifications for retirement.

Eliminating our 20-year retirement invites that kind of worn-out manpower. An infantry noncommissioned officer leads a strenuous life in peace or war, working long hours and paying constant attention to the training of his/her subordinates as they prepare for or fight in wars or as they establish his or her reputation as their leader. Within 15 years, that NCO has done it enough. We can still use many of them in the Recruiting Command, ROTC staff or other positions, but he or she has well earned retirement at 20 years. That same pattern affects the officer corps as well and, while there are exceptions, we should not expect 40-year-olds to command rifle companies or 50-year-olds to command combat battalions.

Another proposal, of course, is a return to the draft—without specifying that we can reduce the pay of draftees, reduce the clothing allowance, restrict the costs of dependents and generally lower the manpower costs that now consume more than half of the budget. Draft problems begin with the fact that the services need only a small portion of the total population, and both fairness and the question of legal and reasonable deferment selections are never resolved to the satisfaction of all involved.

There should be no doubt that returning to a draft army would be a certain reduction in the quality of the force. Yes, we built the greatest Army in the world with a draft during World War II, but that Army was not close in measures of professionalism compared to the volunteer Army that demonstrated its prowess in Just Cause, the campaign in Panama, and Desert Storm, when we restored the independence of Kuwait in the first Persian Gulf War. Those campaigns will be paradigms for years as soldiers study how a professional force, adequately staffed, equipped and trained, wins wars. That quality has been apparent in the forces committed to the Iraq and Afghanistan wars, but their success has been restricted by the fact that the size of the force was never adequate for the missions assigned. The overcommitment of that force has required multiple combat deployments of too

many soldiers over too long a period of stress, not only for the soldiers but also for their families, who wait out each period dreading the next casualty report from the combat zone. That situation alone should militate against any reduction in the size or professionalism of the Army.

There are, of course, many other factors affecting affordability. Societal demands have increased the costs of housing construction for families, day care for the children of single parents, expanded commissaries and post exchanges, and the building of children's schools around the world. The elimination of family overseas stationing is always a target for budget reduction, but it is also a guaranteed denigration of the attractiveness of an Army career.

A final—perhaps primary—consideration of affordability must be what is needed to provide for the security of the nation and our national worldwide interests and the guarantee of freedom enjoyed by our American population. If the nation cannot afford the military establishment that guarantees that future, our children will be reading the next "rise and fall" book that explains what happened to the United States and who caused or allowed it to happen. □

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*GEN **Frederick J. Kroesen**, USA Ret., formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.*

Training and Doctrine Command: Reshaping the Army for 40 Years

By Dennis Steele
Senior Staff Writer

The U.S. Army Training and Doctrine Command (TRADOC) is on point again for changing the Army—nothing new for the command that has led change for the past four decades.

The current Army reset revolves around reshaping and preparing the Army to meet the set of post-Iraq/Afghanistan national defense strategic imperatives and evolving threats while under the mantle of end-strength reductions and budget cuts. These are much like the challenges that TRADOC faced when it was established in the post-Vietnam War era and given the task of shifting the Army to meet a continuing Soviet threat in Europe and elsewhere with reduced ranks and funding.

This year marks TRADOC's 40th anniversary. It was activated in July 1973 along with U.S. Army Forces Command (FORSCOM) under Operation Steadfast, which split the major responsibilities of the Continental Army Command.

Since 1955, Continental Army Command had headed Army training and doctrine while having overall command of Army forces and installations within the continental United States along with responsibilities on the combat developmental side until 1962, when the Combat Developments Command was established.

Continental Army Command was an outgrowth of the World War II Army Ground Forces command, which had fulfilled wartime exigencies that revolved around getting a large force trained and headed overseas while feeding and housing it before it left. The overall organizational construct remained generally in place after the war, but it increasingly was seen as impeding progress as time passed.

Special panels and boards studied the issue in 1962 and 1969, leading to Operation Steadfast, which realigned responsibilities, assigning command of Army schools to TRADOC and focusing it on training and doctrine while FORSCOM assumed responsibility for the readiness of U.S.-based units and control of posts where those units were based. The U.S. Army Installation Management Command assumed responsibility in 2002 for overseeing the Army's established facilities and standardizing installation services in the United States and overseas. (Documents related to TRADOC's command history are available at http://www.tradoc.army.mil/historian/publications.htm.)

From its inception, TRADOC has served as what would later be called the Army's engine of change. It has been tasked with reshaping the Army several times. It developed the Air-Land Battle doctrine for the immediate post-Vietnam War era and the Army of Excellence in the 1980s during a sweeping modernization that brought the Abrams tank, Bradley fighting vehicle, Apache attack helicopter and other systems into the Army inventory. In the 1990s, TRADOC led Force XXI, broad-based measures to bring the Army into the digital era, following the Persian Gulf War. Since 9/11, TRADOC has implemented additional wartime shifts in doctrine and training throughout the Iraq/Afghanistan conflicts to meet the requirements of counterinsurgency (COIN) operations.

The U.S. Army has had an established doctrine only since 1905, according to the TRADOC history:

> Until 1905, the Army had no official doctrine. After the Spanish-American War of 1898, a number of reforms that included Army Schools and a General Staff were instituted to modernize the Army. Included in these reforms was an attempt to codify the way the Army was to fight and a combined arms organization. The First Field Service Regulations (FSR) were published in 1905 and detailed the way the Army was to be organized and how it would fight.

Other editions to the FSR were published in 1910 and 1913. Unfortunately, these manuals only addressed combat in the United States and didn't address the realities of combat on the Western Front in Europe in World War I. During that conflict the U.S. Army had to rely on doctrine copied from British manuals and translated from the French.

In 1923, five years after the war, a comprehensive FSR was published which addressed the complexities of modern warfare. Regrettably this was the last doctrinal manual to be published for 16 years. Because of the changes in military technology that occurred in the 1920s and 1930s, the Office of the Chief of Staff published a tentative manual in 1939. It was titled FM 100-5, Operations, a title its successors would retain until 1993. After the fall of France after 6 weeks of armored warfare in 1940, a new manual was published in 1941. It was very flawed and was replaced by a new edition in 1944 that realistically addressed most of the issues of modern warfare. After World War II, editions followed in 1949 which carried the Army through the Korean War. The 1954 edition was the last of the World War II derivatives. The 1962 and 1968 editions recognized the utility of the helicopter and its effect on military operations. In addition, [they] addressed the Army's role in various alliances like the North Atlantic Treaty Organization (NATO) around the world. These took the Army through the Vietnam War.

Today, the focus is Army 2020, which is the post-Iraq/Afghanistan reshaping of the Army. It is structurally modeled to meet requirements stemming from a national security strategy update two years ago and the Joint Force 2020 requirements that followed.

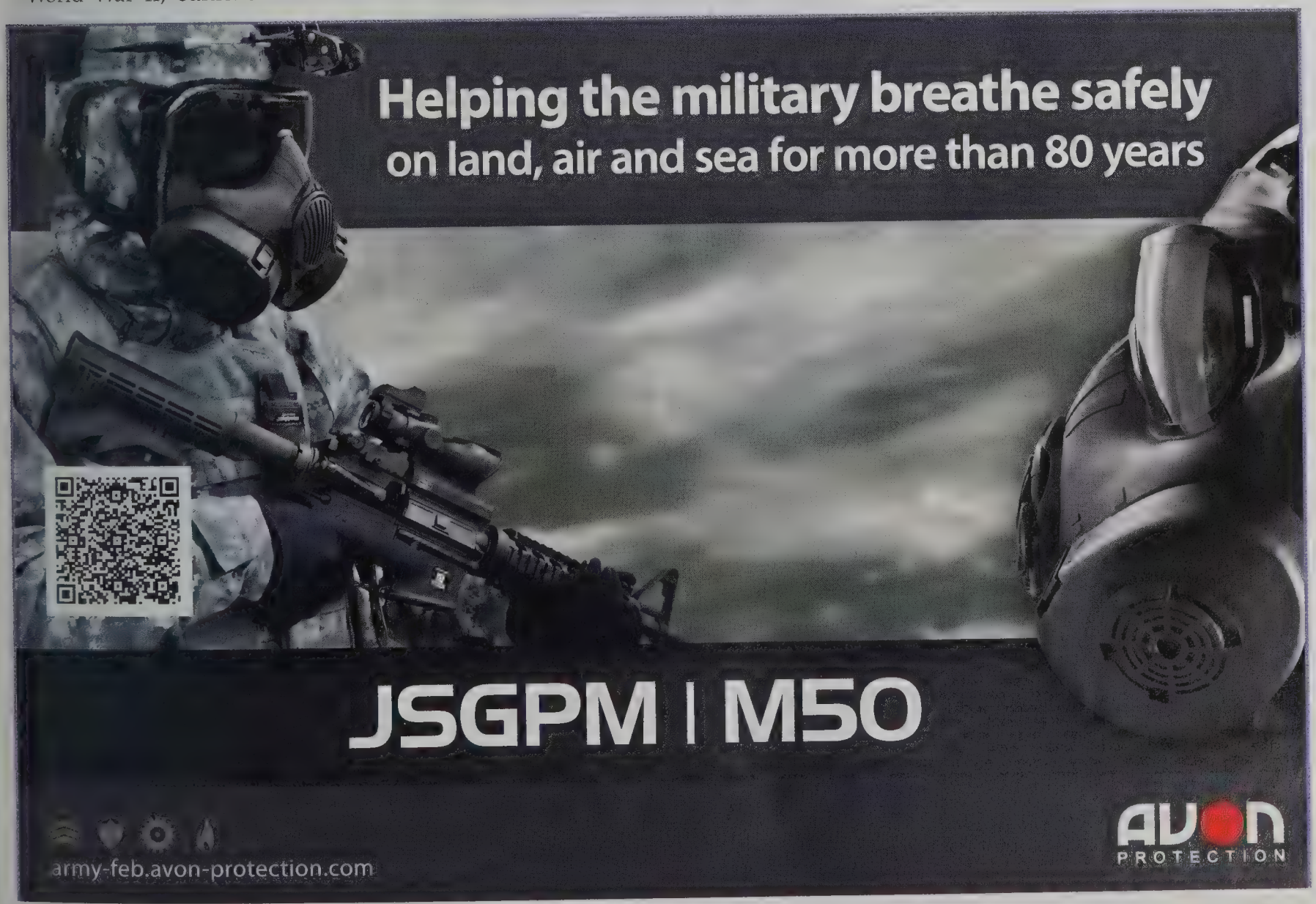
Toward Army 2020, TRADOC recently released "The U.S. Army Capstone Concept" (TRADOC Pamphlet 525-3-0), which is the overarching general guideline steering the force toward Army 2020. The 2012 capstone concept is the current document in a building-block series. The last interim changes were made in 2010 to the 2009 Army Capstone Concept (ACC). The process is complex and multitiered, weighing projected and established factors.

It is part of a continuing process of staying ahead. The ACC serves as a waypoint in the Army's continuing reinvention process. It sets the marker for proponency branches and specialties to flesh it out and develop specifics under their own individual concept documents.

With the greater context of national security and joint operations, the ACC addresses big-ticket factors such as acquisition, force design and force projection along with training and doctrine concepts while achieving better joint, interagency and multinational operating environments.

In the ACC's foreword, TRADOC's commanding general, GEN Robert W. Cone, stated:

> As the lead document of the Army Concept Framework, TRADOC Pam 525-3-0, *The U.S. Army Capstone Concept* (ACC) describes our vision of the future operational environment, the



role of the Army in the joint force, and the broad capabilities required by future Army forces. Greater speed, quantity, and reach of human interaction and increased access to military capabilities make the operational environment more unpredictable and complex, driving the likelihood and consequence of disorder.

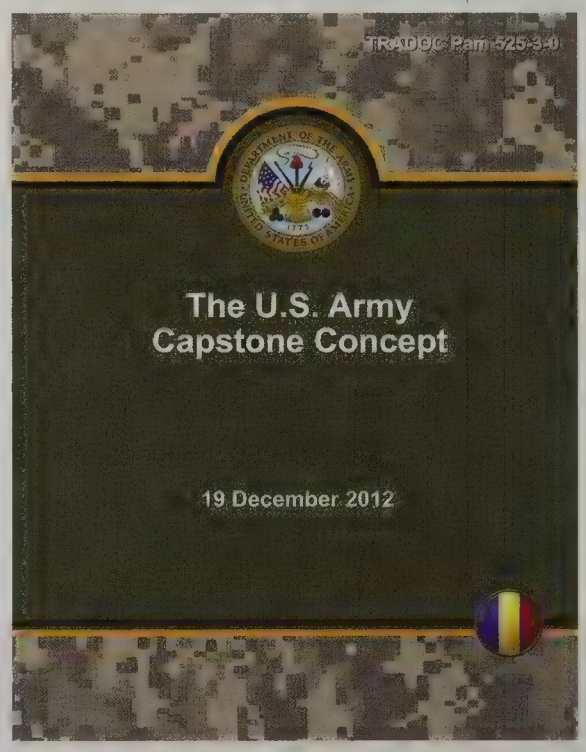
The ACC provides a guide to how the Army will apply available resources to overcome these challenges and prevent, shape and win in support of recent strategic guidance. The ACC also serves as the foundation for a campaign of learning that will evaluate and refine its major ideas and required capabilities. Finally, the ACC provides a road map for development of a comprehensive investment strategy that will rebalance the Army's force structure, readiness, and modernization efforts in support of national strategy.

The ACC's purpose is further explained in the document:

The purpose of TRADOC Pamphlet (TP) 525-3-0, *The Army Capstone Concept* (ACC), is to describe the anticipated future operational environment, what the future Army must do based on that environment, and the broad capabilities the Army will require to accomplish its enduring missions successfully in the near to mid-term future. As such, the ACC describes the characteristics of the future Army and its initiative to transition the Army from one focused on winning two wars, to an expeditionary Army that does many things well. The ACC establishes the foundation for subordinate concepts that will describe how the future Army must fight and identify the required warfighting capabilities essential to ensuring combat effectiveness against the full spectrum of threats the Nation is likely to confront in the future. The ACC is fully nested in the *Capstone Concept for Joint Operations: Joint Force 2020* (CCJO); similarly, the capabilities the ACC describes define Army 2020, the Army's contribution to Joint Force 2020.

It goes on to state that the ACC poses and answers three questions:

- How does the Army view the future operational environment?
- Given the future operational environment, what must the Army do as part of the joint force to win the Nation's wars and execute successfully the primary missions outlined in defense strategic guidance?
- What capabilities must the Army possess to accomplish these missions?



The ACC also states that several assumptions are made about the future operating environment:

- Army forces will be based predominantly in the U.S.
- Fiscal constraints will compel the Army to rebalance its modernization, training, and force structure priorities.
- The Army will continue to assist with interagency functions as part of unified action.
- The space and cyberspace domains will continue to grow more contested, congested, and competitive.
- Army forces will deploy from the continental U.S. or forward bases and operate in areas where access is denied and cyberspace capabilities are degraded.
- The U.S. Army will remain an all-volunteer force.
- The U.S. Army will rely on its Reserve components to meet future commitments.
- The Army will be resourced appropriately to conduct security cooperation in support of shape and prevent activities.

The ACC has identified eight areas of risks, parallel to the risks stated in the overarching joint document, the Capstone Concept for Joint Operations (CCJO), stating in part, "As the ACC supports the CCJO, these risks apply equally to the ACC."

(1) *Communications required by the CCJO may be unavailable.* Greatest risk lies in the non-availability of a robust, global communications network due to enemy operations, budgetary shortfalls, failure of technological improvements, and others.
(2) *Partners may be unable or unwilling to integrate.* Without integration, the utility of the CCJO declines.
(3) *Advanced technology may prove unaffordable.* Advanced technologies discussed in the CCJO may prove prohibitively expensive in a time of restricted budgets.
(4) *Overemphasis on decentralization may lead to lack of coordination and inefficient use of scarce resources.* Reliance on smaller units of action, if taken to the extreme, could drive the U.S. military to inadequate and/or unaffordable force structure. Balance is paramount.
(5) *Armed Forces may fail to achieve required level of global agility.* Factors influencing agility include forces that are rapidly deployable with access to sufficient lift that is postured to deploy these forces globally.
(6) *Standardization may lead to decreased diversity, flexibility, versatility, and effectiveness.* Standardization threatens the idea of jointness as the complementary employment of diverse service capabilities.
(7) *Elimination of redundancies may lead to operational brittleness and risk.* Eliminating some redundancies takes away options or other courses of action.
(8) *Emphasis on organizational flexibility may limit operational effectiveness.* Effective integration between services requires much more than just bringing units together under organizational flexibility. It requires familiar-

ity, trust, and teamwork, which develop over time.

b. If adopted, Army concepts carry their own inherent risks. These risks inform experimentation and wargaming which follows concept development. They also serve as guideposts when developing priorities within the Army. The ACC highlights five significant areas of risk. They are discussed below.

(1) *The capability of the joint force to deploy the Army rapidly may not be available.* The greatest risk to the Army's ability to project into a JOA is the capacity of strategic lift. If the joint force is unable to maintain the capacity to support theater contingency plans and steady state demands, then this delays the arrival of land forces, yielding initiative to the enemy. To mitigate risk, the Army must consider deployability during DOTMLPF development. Army leaders, in conjunction with the leaders of the other services, must identify the requirements for strategic lift, and leverage unified action partners to reduce demands.

(2) *Funding may degrade the ability of the Army to maintain and regenerate capabilities.* Army Reserve components may not be accessible during all aspects of the force generation model. Reserve components would revert to a strategic reserve, limiting the ability of the Army to rapidly project in response to a crisis. Additionally, without incentives to retain capabilities, the Nation's industrial base's ability to expand production of critical military technologies and weapons systems rapidly may be lost. To mitigate these risks, Army force generation models must remain flexible enough to surge forces as needed. Army leaders must set strategy-based and fiscally prudent priorities, carefully balancing the readiness of its forces with critical modernization and end strength investments.

(3) *The Army training strategy may be under resourced.* Army training capabilities may not allow units to employ a combination of live-virtual-constructive and gaming environments. Additionally, the ability to replicate combat training center experiences at home station may not be resourced. To mitigate risk, Army leaders must resource units to train units at the expense of modernization. The Army must also develop less technology-dependent approaches to training as an alternative.

(4) *The Army may not be adequately resourced to support all theater campaign plans.* The ability for Army forces to shape the environment is at risk if the demand for Army force structure increases and/or operational tempo funding decreases beyond current projections. To mitigate risk, Army forces must utilize a combination of cyberspace operations and physical presence to gain understanding, build partners, and conduct training. Army leaders must also ensure the DoD adequately resources joint and multinational exercises. Additionally, the Army must leverage the National Guard's state partnership program to meet the demands of the combatant commander's campaign plan.

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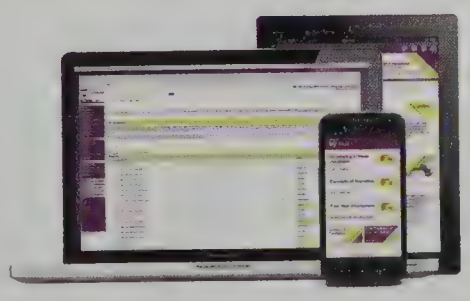
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(5) *The Army may not have sufficient capability to conduct cyberspace operations in a contested environment.* Army forces may not be effective at operating in cyberspace without investment in training and leader development, and personnel recruitment and retention. Freedom of action in cyberspace may be challenged if the Army does not meet these needs. The Army assumes additional risk if acquisition reform does not allow for rapid acquisition of technologies. To mitigate risk, Army forces must train routinely in degraded cyberspace and space environments, develop doctrine to conduct cyberspace operations and include cyberspace operations in Soldier and civilian professional development programs. Army leadership must recommend changes to policy and U.S. code to ensure access to advanced technology.

c. To mitigate these risks, the Army's campaign of learning will examine alternatives and identify additional methods and courses of action to reduce the impact assuming risk may have on mission accomplishment.

The entire ACC can be downloaded from the TRADOC website at http://www.tradoc.army.mil/tpubs/.

TRADOC also invites suggestions for improving the ACC, stating:

> Users are invited to submit comments and suggested improvements via The Army Suggestion Program online at https://armysuggestions.army.mil (Army Knowledge Online account required) or via DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Director, TRADOC ARCIC (ATFC-ED), 950 Jefferson Ave, Fort Eustis, VA 23604-5763. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program Proposal).

The ACC is an example of how much effort the Army and TRADOC put into the thinking process and how much value the Army places on that process.

The Army has a long history of reinventing itself that stretches from the snowy fields of Valley Forge and Baron Friedrich von Steuben's drills to the Cavalry School and onward to the Louisiana Maneuvers, the Cold War shifts, AirLand Battle, Army of Excellence, Force XXI and now Army 2020.

Project Warrior 2020: Developing the Army's Future Leaders

By COL Charles Sexton

Building the Army of 2020 requires the development of future leaders who are skilled in Mission Command. Reinstating the Project Warrior program provides an excellent opportunity to accomplish this vital component of the future Army. Ironically, it may well prove that the best thing we can do today is "go back to the future."

The original Project Warrior program emphasized military leadership and educational opportunities, provided lists of books and movies for professional development, and recommended steps for career progression. The intention was to develop leadership through practical experience, theoretical study, examples from history and the right opportunities.

The Battle Command Training Program (BCTP) was created some 25 years ago to provide a combat training center (CTC) for division and corps headquarters. The BCTP model provided exportable training teams that would train headquarters staffs and commanders at their home stations, employ software and role-players to provide stimuli, and have U.S. Army field-grade officers serving as observer/trainers to provide guidance and to check training.

A proposed refinement to this model resulted a short time later in a 1989 RAND Corporation paper entitled "Implementing the Battle Command Training Program" that recommended a three-year Project Warrior program to enhance Army training and to develop future senior Army leaders. Looking back at this concept, we can see much benefit for the Army of today.

The 1989 RAND paper would have placed BCTP within the context of Project Warrior. The proposal placed officers at Fort Leavenworth, Kan., for three years. Officers spent a year writing doctrine, a year as observers/controllers at BCTP, and a year as instructors at the Command and General Staff College (CGSC). At the end of their assignments, officers returned to the operating force for placement in important developmental lieutenant colonel assignments. This provided officers a unique opportunity to write, observe, teach and, finally, execute operations in accordance with the latest Army doctrine.

Mission Command

"Mission Command represents the reality of our experience in leading highly dynamic and decentralized combat operations in an extremely complex, joint, multinational, interagency and intergovernmental environment. Mission Command provides the broader intellectual framework for us to build and shape the Army of 2020. … It reinforces the human dimension in understanding links between the network and the commander in the art of command and the science of control. Integrating the network through Mission Command is important to the commander who shoulders responsibilities, which include understanding, visualizing, describing, directing, leading and assessing."

—GEN Robert W. Cone
TRADOC Commander

Fast-forward to today and the way ahead. Developing leaders capable of exercising Mission Command is essential to building the Army of 2020. As the Army transitions from current operations to preparing for future contingencies capable of executing decisive action, it must have adaptive and agile units and leaders. ADP 3-0 *Unified Land Operations* links adaptability with the philosophy of Mission Command: "The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations."

Project Warrior provides a window into the core competencies that guide the commander's decision making. It is this philosophy that allows for adaptability, maximum flexibility and individual initiative. The Project Warrior program helps our Army maintain balance in the three pillars of leader development: education, training and experience. Project Warrior officers strengthen the Army by providing education and training to the operating force, and they in turn become better leaders by virtue of their own education, training and experiences.

Just like its predecessor, the new Project Warrior program creates leaders who understand current doctrine, have seen it implemented, and can visualize and describe its implementation. Officers progress through the program life cycle, becoming fully versed in current joint and Army doctrine by writing it, seeing its implementation, teaching it to CGSC students and, finally, living it.

Write It

The new Project Warrior program allows officers to return to Fort Leavenworth after their key developmental (KD) assignments as majors and use their recent experience to write and develop Army doctrine. During CGSC, officers become "re-blued" in doctrine and then implement it during their KD assignments in the operating force. Upon completion of KD assignments, majors are ideally suited to return to Fort Leavenworth and develop Army doctrine based on their unique experiences at the tactical and operational levels. By taking part in its development, these majors develop a deeper understanding of the Army's doctrine. They not only understand what is written, but, more importantly, they also understand why it is written and can explain it to the rest of the Army. This understanding will make them proficient and relevant observer-coach/trainers (OC/Ts).

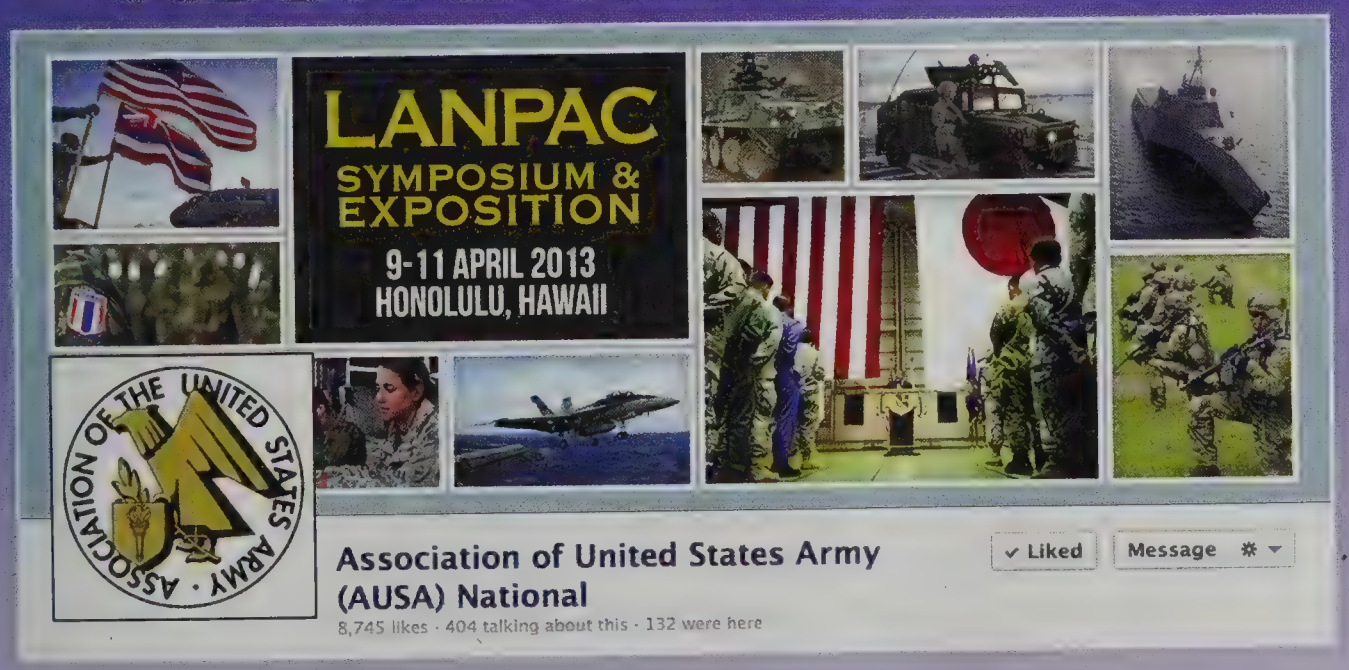
See It

"Develop and adopt lessons learned from the past decade of war. Promote a culture of continuous learning and adaption at every echelon of the Joint Force."

—GEN Martin E. Dempsey
Chairman, Joint Chiefs of Staff

As part of the Mission Command Training Program (MCTP)—BCTP was

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renamed in 2011—OC/Ts coach, teach and train based upon their own combat and CTC training experiences, their understanding of current doctrine, and from observations of the training audiences they encounter. OC/Ts base their observations on current joint and Army doctrine and are one of the main ways that TRADOC inculcates this new doctrine into the operating force.

Observer-coach/trainers also see units implement the latest doctrine at the tactical and operational levels. They gather best practices from multiple units and share them within the Army. In addition, these officers learn and grow in their military profession. Based on their observations during multiple warfighter exercises, they are better able to anticipate and react to emerging opportunities and threats than their peers. The result is not only a well-trained Army but also a better-developed officer corps of OC/Ts.

Teach It

"We will continue to reform and leverage the Professional Military Education enterprise to advance our profession. It is more important than ever to get the most from the potential and performance of every servicemember."

—GEN Martin E. Dempsey

The third year in the Project Warrior program allows officers to teach junior majors at CGSC. The instructors use their knowledge of Army doctrine, practical experience and observations to prepare majors to assume duties in key developmental assignments, just as they were. The progression to CGSC from MCTP is a logical continuation of the OC/T concept of coach, teach and train. The MCTP officers enter CGSC as instructors who are well-versed in doctrine, with practical experience and best practices at the tactical and, more importantly, at the operational level. The wealth of practical experience gained during an officer's tenure in MCTP enhances his or her capabilities as an instructor at CGSC. The discussions within the classroom environment further develop Project Warrior officers while they teach CGSC students.

Live It

"I will tell you that what we ask our captains to do today is much more complex than what I was asked to do when I was a captain. What we ask our colonels and lieutenant colonels to do today is much more difficult than when I was a colonel or lieutenant colonel. We must provide them the education, the capabilities and the broadening experiences that allow them to operate in these complex environments."

—GEN Raymond T. Odierno
Chief of Staff of the Army

After their assignment at CGSC, Project Warrior officers return to the operating force for developmental lieutenant colonel assignments. These leaders have a distinct advantage over their peers because of their Project Warrior participation. They have been immersed in doctrine, seen its application at the tactical and operational levels, and passed this knowledge on to the next generation of majors. Their experiences have made them experts in Mission Command and prepared them for future command and joint assignments.

Leader Development

"Reinforce leadership development at all levels of Joint Professional Military Education. Develop principled leaders who can combine new capabilities in new ways in complex environments."

—GEN Martin E. Dempsey

Creating the leaders needed for the Army of 2020 requires a change of mind-set in our junior officers. The Army must reverse the cultural bias against "schoolhouse assignments." Rather than viewing these assignments as career suicide, officers should view them as opportunities for professional growth. The MCTP OC/Ts have the opportunity to observe senior Army officers lead and command at the division and corps levels. They also have opportunities to observe the leadership styles and critical thinking of corps and division commanders and the unique opportunity to work with MCTP senior mentors. Senior mentors are retired general officers who interact with the training unit and shape the after-action review process. The close interaction with the senior mentors and their observations on Mission Command and leadership are a great benefit to the personal growth of the MCTP OC/Ts.

Joint/Interagency/International Opportunities

"Drive jointness deeper, sooner in capability development, operational planning and leader development."

—GEN Martin E. Dempsey

Observer-coach/trainers at MCTP are exposed to both joint doctrine and joint interagency intergovernmental multinational capabilities during warfighter exercises at the tactical and operational levels. The warfighter exercise is designed to incorporate all aspects of joint and interagency capabilities. The scenario fully incorporates the complexities of coalition warfare. The U.S. Air Force is fully integrated into current exercises, and future exercises will include both NATO partners and full partnership with the Navy and Marine Corps components. Follow-on assignment at CGSC further develops leaders in joint doctrine and interagency considerations.

The Project Warrior program exposes officers to numerous command and leadership styles and critical thinking by senior leaders who are educated in Mission Command. It provides officers with experience in joint operations and an understanding of interagency dynamics. The program exposes them to future threats in unique environments. Project Warrior graduates will return to the operating force understanding the international nuances of their regional alignment. Reinstating the Project Warrior program will create the type of leaders needed in the Army of 2020. □

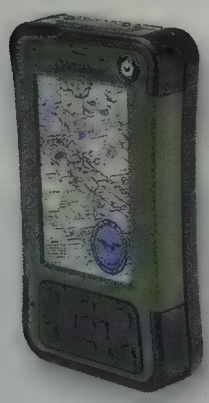
COL Charles Sexton *is currently the commander of the Mission Command Training Program at Fort Leavenworth, Kan. He previously commanded the 2nd Brigade Combat Team, 3rd Infantry Division, Fort Stewart, Ga.*















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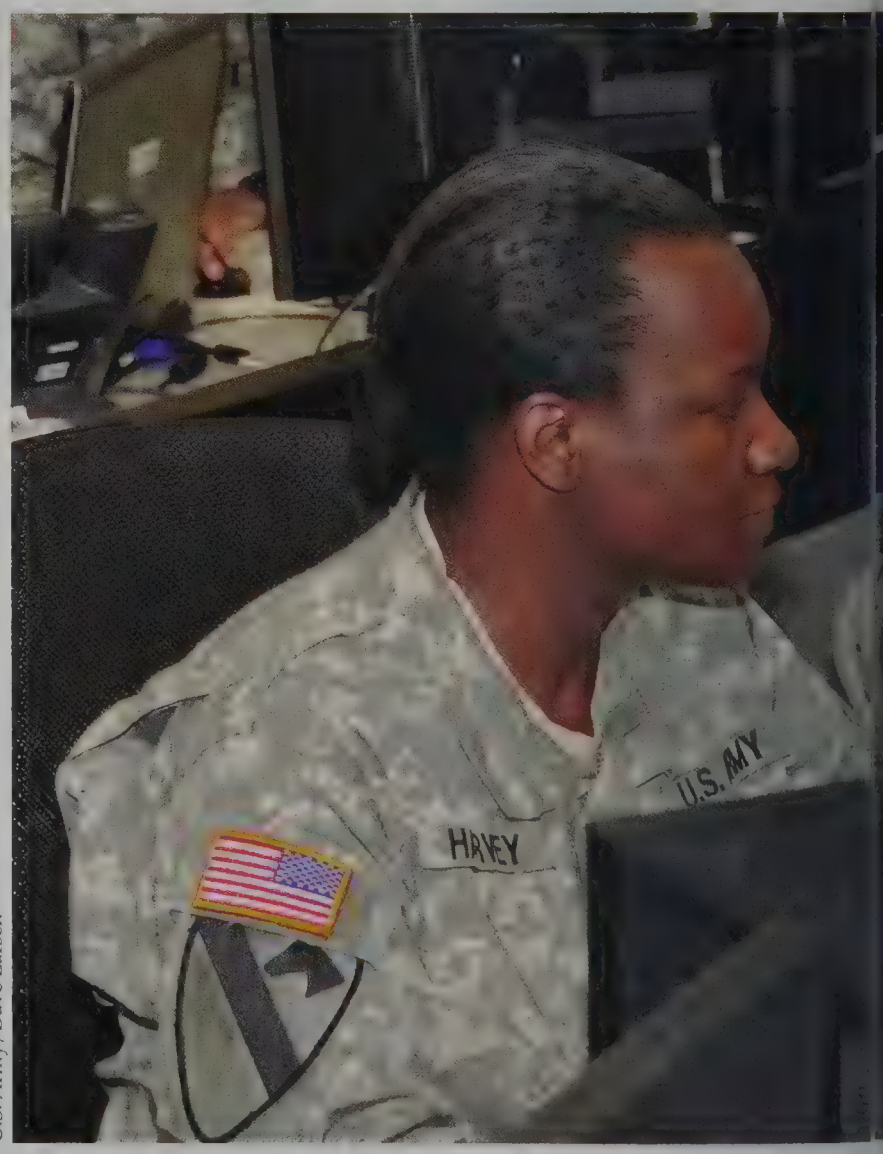
IN COMBINED ARMS



U.S. Army/SPC Markus Rauchenberger

Recent accounts of National Training Center (NTC) Rotation 12-05, Decisive Action Against Hybrid Threats (March 2012) at Fort Irwin, Calif., the III Corps Warfighter Exercise (June 2012) at Fort Hood, Texas, and U.S. Army Europe's Exercise Saber Junction 2012 (October 2012) indicate that the Army is beginning to turn its attention to readiness for future threats. The force has completed its Operation New Dawn mission in Iraq and anticipates a drawdown in support of Operation Enduring Freedom in Afghanistan. Given that the III Corps Warfighter Exercise was the first one in 10 years, and Saber Junction was the first exercise to use maneuver rights in Germany since 1989, one wonders what has changed since then. Does the Army retain its capacity for decisive action after a decade of counterinsurgency?

We are at the end of an interesting historical sequence. Looking all the way back to the post-Vietnam War Army,



U.S. Army/Dave Larsen

A German Army Leopard II tank (foreground) moves past a U.S. Army Europe Stryker vehicle (2nd Cavalry Regiment) after "destroying" the Stryker during Saber Junction 2012 at the Joint Multinational Readiness Center in Hohenfels, Germany, last October. MAJ Julia Harvey and CW4 Dominic Goldsmith (right), III Corps Engineer Office, review activity from their work station in the corps' tactical operations center at Fort Hood, Texas, during a III Corps Warfighter Exercise, June 2012, in which more than 5,500 servicemembers participated.

most analysts summarize the period from the 1970s to the 990s as a time when a generation of officers rebuilt the Army, using the combat training centers (CTC) to increase he realism and productiveness of training. The Desert Storm victory was the outcome. From then until 9/11, the Army built on the CTC methodology and revised its doctrine. The 9/11 attacks sent the Army down a 10-year counterinsurgency path following the successful invasion of Iraq. We are just now beginning to emerge, as we have just completed the hybrid NTC rotation, the first unified land operations Mission Command Training Program Warfighter and the first multinational exercise in Germany using local maneuver rights and the decisive action training environment. Where will the Army go now?

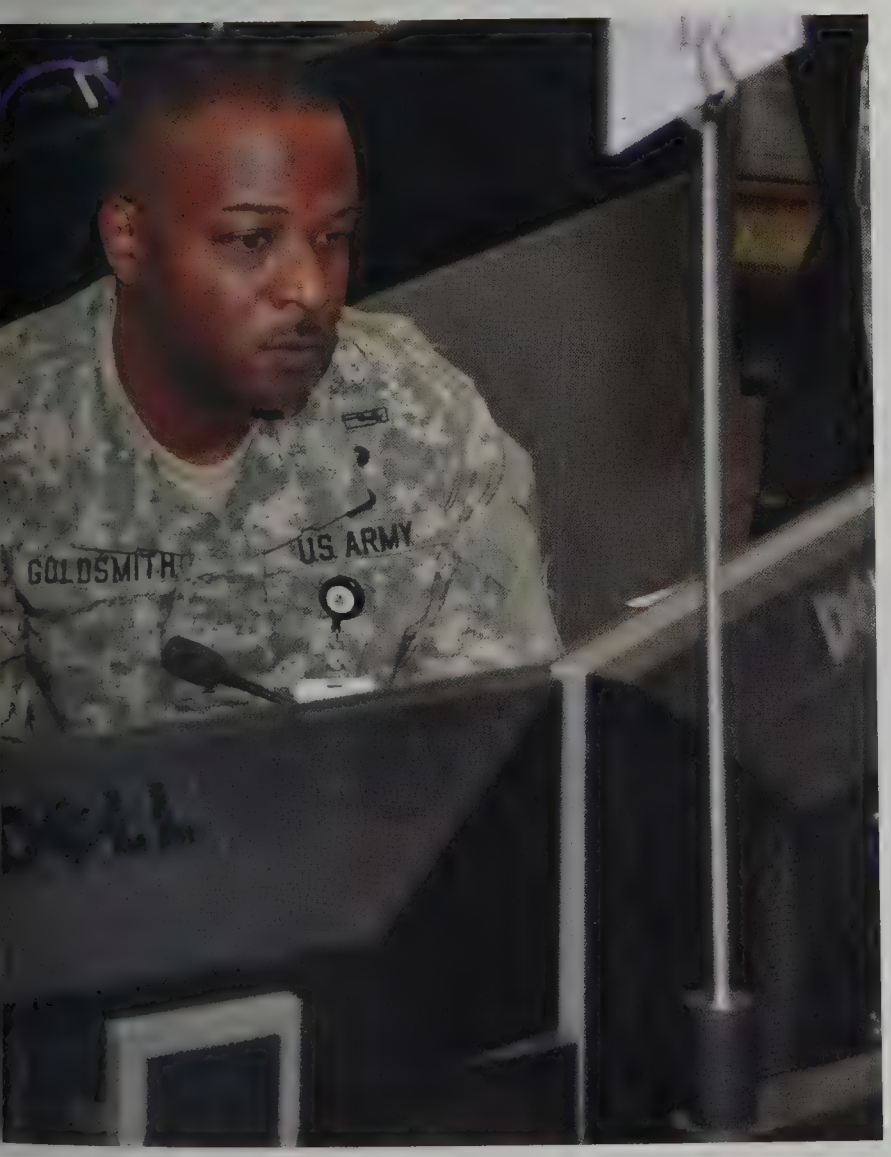
This is a time of challenge. We will shift focus from counterinsurgency, but will the Army correctly anticipate the challenges to 2020 in its training and doctrine? Manpower and budgets are expected to decline, perhaps precipitously. The Army leadership has made clear through the 2012 Army Strategic Planning Guidance that the Army must expand its global engagements in support of the combatant commanders' ability to shape the international environment. The challenge to commanders will be that there is not enough time to prepare for every contingency, hence the need to regionally align forces to increase readiness. Yet the Army also has to restore its resilience while preparing for these challenges after being stressed in the human dimension during 10 years of war. Most people would agree that there are probably stress fractures throughout the force, as evidenced by persistently high suicide rates.

Commanders will have to train to defeat an expanded, hybrid threat. Before 9/11, the focus of training was to prepare for high-intensity, major contingency combat. The invasion of Iraq demonstrated this competency again; then the Army was caught off guard by the Iraqi insurgency and had to shift focus. Now commanders must prepare for the whole range of military operations. The new doctrine requires the ability to simultaneously counter conventionally armed foes, irregulars, terrorists and criminals. This becomes a significant training challenge, one that now requires a "whole of government" approach.

As we focus on worldwide contingencies, hybrid threats

MANEUVER

By COL Dean A. Nowowiejski
U.S. Army retired

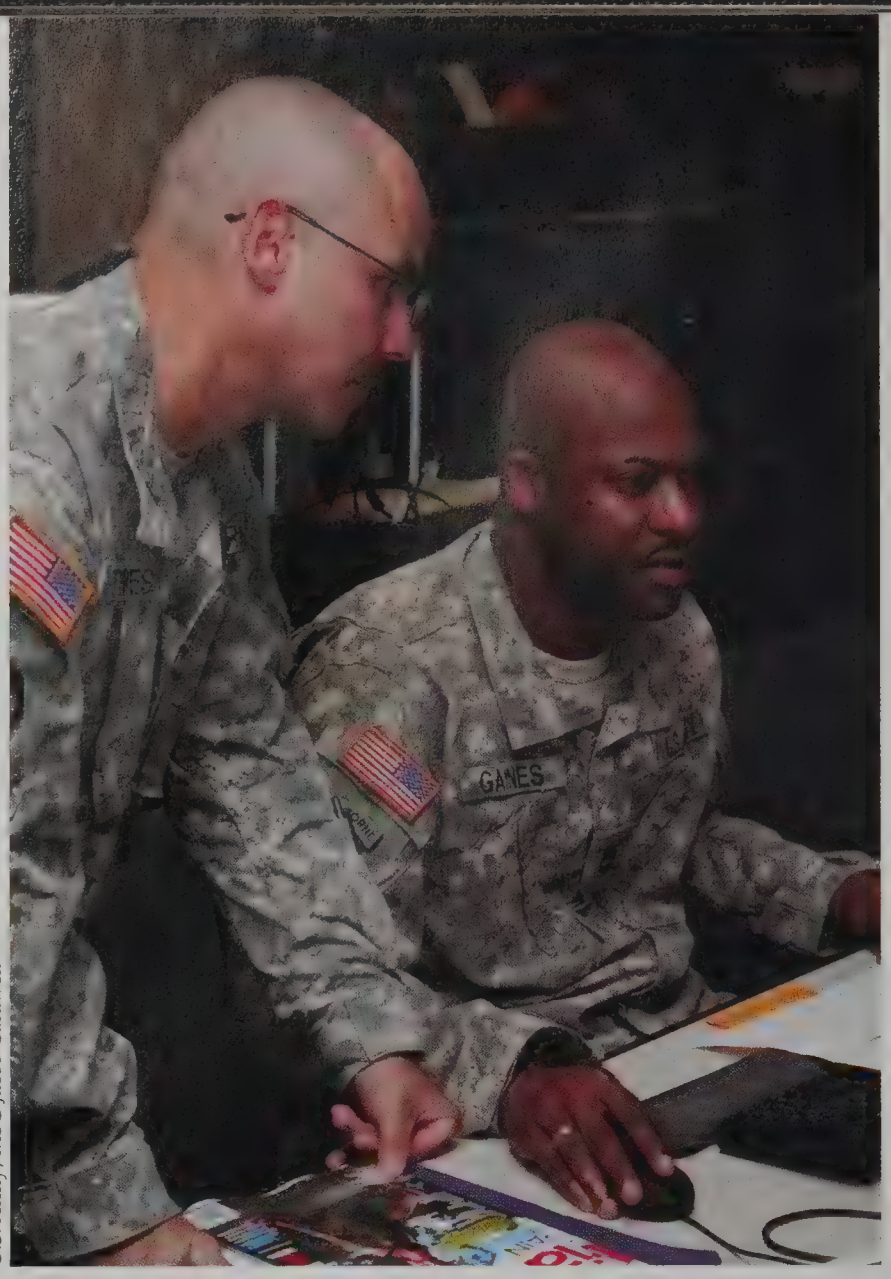


and regional alignment, we must not forget the fundamentals that brought us success in Desert Storm and the invasion of Iraq. The June 2012 III Corps Warfighter Exercise took place 10 years after the last III Corps warfighter exercise. I was part of the exercise in 2002 as the corps deputy G-3 for plans and exercises. The corps performed admirably then, and it might be useful to recall what led to the positive result of that exercise in light of present demands.

The focus here is on the high-end operational tasks called for by the new doctrine, the Army's preparation for combined-arms maneuver in major operations and campaigns, and large-scale combat—not that lower-end military operations are not important, but the high-end tasks are exceedingly difficult and must be rehearsed. I have argued before about the need to retain the intellectual capital required to conduct major combat operations (ARMY Letter to the Editor, April 2012). The orchestration of division and corps staffs and the integration of division, corps and theater functional units into major combat operations are graduate-school-level tasks. They do not come easily. That is the memory that stands out from the III Corps 2002 Warfighter Exercise.

Here are some of the elements of III Corps' success in 2002 that should be remembered today as we rebuild our high-intensity, large-unit combat operational capability:

■ This was an exercise in which the commander achieved most of what we desire in Mission Command. He



U.S. Army/MSG Jacob Caldwell

SFC Lewis Torres (left) and SFC Delbert Gaines, Headquarters and Headquarters Battalion, III Corps, review information as it funnels into the Corps Command Center at Fort Hood.

was able to redirect the corps to a variety of missions, make his intent clear, synchronize the entire force around a clear concept, and use planning to advantage in leading to violent and precise execution. The corps commander understood how to use enablers. Corps plans led seamlessly to corps operations and adapted to changing circumstances. Then-LTG B.B. Bell III embodied what we require of an operational commander. The corps' success was built on Mission Command ability.

■ This exercise integrated the combined arms. Whether the integrated employment of joint fires, the provision of airspace by a synchronized air defense brigade, or the protection afforded by the corps chemical brigade, the corps operation efficiently integrated the several functional assets that multiply the effects of corps operations. Enabling units must be integrated and their capabilities fully employed.

■ The corps staff and subordinate units were able to achieve synchronization in planning and in execution. This is something more than a correct synchronization or decision matrix, though those elements have their place. Synchronization in this sense is the effective combination of functional elements into a seamless whole, capable of flexibility in operations and reacting successfully to contingencies. Synchronized units succeed in branches and sequels; in a large staff or a large operational unit, this is not easy. This is the orchestra of the "musicians of Mars," with the corps commander as the conductor.

■ We have grown rusty in how to move large units over constricted road space on time, particularly in recent combat operations, but it was a definite success for III Corps in 2002. This professional skill extends back to the repositioning of the American Army for the Meuse-Argonne in World War I, through Patton's redirection of Third Army during the Battle of the Bulge, through the VII Corps swing to the west in Desert Storm, to the need for education and practice in the present. If combat operations ever ensue again on the Korean peninsula, this ability will be at a premium. The calculation of road space, march speed, serial size, production of march tables and route deconfliction must be reintroduced into the force.

■ The III Corps Artillery was also eminently successful in the coordination of fires during the 2002 Warfighter exercise. Orchestrating, repositioning and synchronizing the effects of artillery and aviation fires take practice. There has been much targeting practiced in Iraq and Afghanistan, but the difference in large-unit maneuver is scale, complexity and type of target. Theater air-tasking orders for multiple corps over weeks are an example. Opening and closing of air corridors, massing of fires, target prioritization with limited assets, and clearance of fires are all difficult, and performing those functions improves with repetition. An article about fires and the law of land warfare, entitled, "Legal Issues with Fires in COE Populated Areas," originally published in *Field Artillery*, January–February 2003, offers some pertinent points.

Though one can glean lessons learned from June 2012's III Corps Warfighter Exercise, the jury is out on how many of the successes in the pre-9/11 Warfighter still hold. Some common threads of emphasis include the need for fires integration, the integration of technical systems, the use of functional units and the need to manage knowledge. What all of this means is that the kind of combined-arms maneuver skills just practiced again at NTC 12-05, in the III Corps Warfighter Exercise and in Saber Junction 2012 must be sought and cultivated.

In an era when training opportunity will exist in a time-competitive environment with decreasing funds, we as a force need to be intentional about how to regain the graduate-level capability required at the major combat operation end of the range of military operations.

The opinions and views expressed in this article are the author's alone and do not represent the U.S. Army Command and General Staff College, United States Army, or Department of Defense. ★

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Mission Command Applications 'Ebb and Flow' With Army's Network

By Scott R. Gourley



The Army provides leaders, planners, and staffs to exercise the art and science of mission command over joint forces, critical capabilities to operate in space, cyberspace, and the electromagnetic spectrum, and a network infrastructure for command posts and platforms. Army forces also provide intelligence collection, analysis, and synchronization, as well as integrated air and missile defense capabilities to protect key infrastructure and facilities. ...

—The U.S. Army Capstone Concept, Training and Doctrine Command (TRADOC) Pam 525-3-0



Scott R. Gourley

Mission Command is certainly art and science, but from both perspectives it is tied to specific applications running across the U.S. Army's evolving network. Within the Army it is the mission of the project manager for Mission Command to develop, integrate, field and support the core collaborative environment and maneuver applications to enable operating force commanders to make timely and effective decisions, while delivering capabilities on time and within budget to achieve acquisition program objectives.

As project manager (PM) Mission Command, COL Jonas Vogelhut acknowledges an ebb and flow between an emphasis on new hardware developments to expand and strengthen the Army network—integrated and validated through processes and events like the semi-annual Network Integration Evaluations [NIE]—and an emphasis on the applications that will run over that strengthened network.

"From a historical basis, our PM brought together a lot of the 'warfighting function' PMs," COL Vogelhut explained. "For example, more than 10 years ago, AFATDS [Advanced Field Artillery Tactical Data System] was under its own 0-6-level PM for fires, and the Battle Command/Mission Command PM was really the



Scott R. Gourley

Warfighter Information Network-Tactical (WIN-T) Increment 2, shown here at Network Integration Evaluation (NIE) 12.2, enables mobile Mission Command and provides communication at the company level, ensuring the flow of information to the commander on the battlefield.

combat command and control PM. They were brought together with the logistics people when the combat support/combat service support applications were brought in. We have tried to bring all of those warfighting functions together under Mission Command.

"In my portfolio I have parts of the Mission Command maneuver side, sustainment side and fires side, but most of all that integrating role in the middle," he said. "Our focus is the commander's ability to fight on the battlefield and collaborate across the warfighting functions, decide the information he needs to run the battle and then be able to lead. We work with the network to make sure our information flows—and WIN-T (Warfighter Information Network-Tactical) provides that great product. We also work just as closely with the Joint Battle Command-Platform people, because at the end of the day when you leave the command post you're not bringing all the systems with you, except if you have a point of presence or a Soldier Network Extension vehicle. The rest of the systems that are out there really use that Joint Battle Command-Platform information."

COL Vogelhut outlined an evolutionary process surrounding the Army's introduction of Mission Command approaches and capabilities.

"When the applications first came out they were all stand-alone elements," he explained. "The AFATDS box sat in one corner, and when the commander wanted to do something he still went to the map board and wrote with a grease pencil. The Army Battle Command System [ABCS] made data sharing possible—which was great when you compared it to what you had before—but it was really not enough. 'Collapsing' that challenged us to get this infrastructure together, but it was CPOF [Command Post of the Future]-based. We wanted everything on that one visualization tool that CPOF is. CPOF came out of DARPA [Defense Advanced Research Projects Agency]. It's a great product, but it was based on the maneuver application. Where we are going now says, 'Why are you focusing on the maneuver application? Why not make it generic so that everybody can operate on it, so that all the warfighting functions can come together and it's not based on one?' Instead, it's based on the Mission Command centerpiece."

Focusing on the Mission Command centerpiece has led to Command Post Web, a strategic and tactical operational and intelligence data sharing tool, allowing visualization and collaboration through Web applications.

Looking to the Future

"That's really the short term," COL Vogelhut said. "I don't want people to lose focus that once the network exists and you do all the 'behind the curtain cleaning,' then you need the next-generation capability. The Army is already looking out to 2030, and we have to look on the applications side to providing more robust applications to work on the network. You have a certain subset of capabilities today. You want more to come."

He added, "We've laid it out over the POM [program objective memorandum] because Future Combat System [FCS], I think, tried to do it all at once, and that was hard to achieve. I won't say it was impossible, because there were some things that came out of FCS that were good, but it was hard to do financially all at once. What we are saying is: In the shorter term, focus on collaboration so that the people who are operating the maneuver applications and the fires applications can talk together and share data.

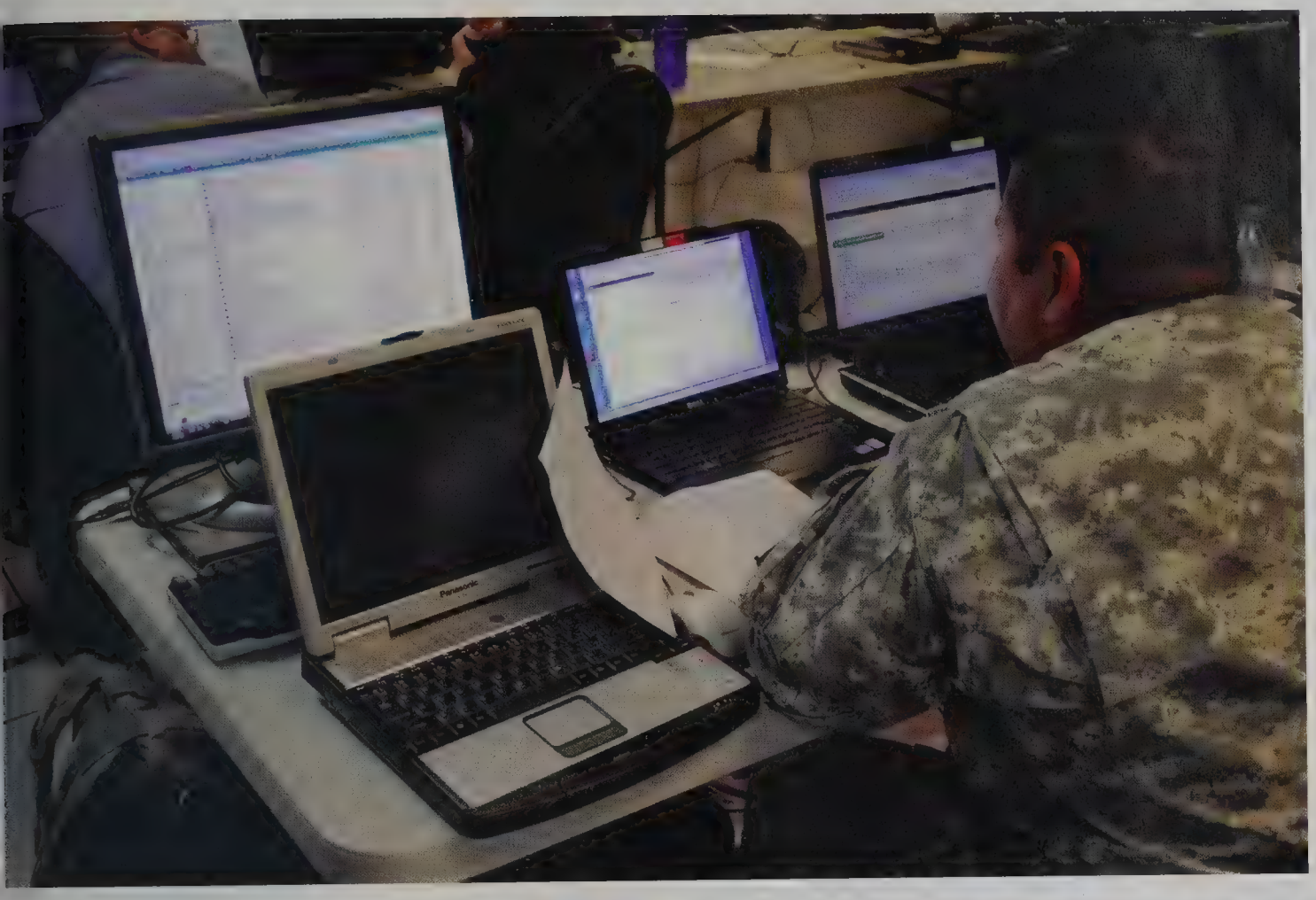
"Then we move to the idea of all going to one map base," COL Vogelhut continued. "Whether it is actually one map or not could be irrelevant. … Standard interfaces with a map [have the advantage] that no matter what map you bring up—whether that's NASA World Wind, which is free, or Google, which a lot of soldiers like for its ease of use, or whatever new product comes out there—every application can use it and it is all geo-referenced to the same kind of data."

Looking slightly further into the future, COL Vogelhut said, "We can simplify the data so that rather than each program having to translate the data that comes in, it is one data standard. That's really hard to do because when we were all back at that stand-alone system phase, we all had different [software standards].

"How do we get to one standard so that you don't need 15 different translation devices? Finally, as we can afford it outside the POM, we want to address the 'on the move' capability so that the commander driving around the battle-

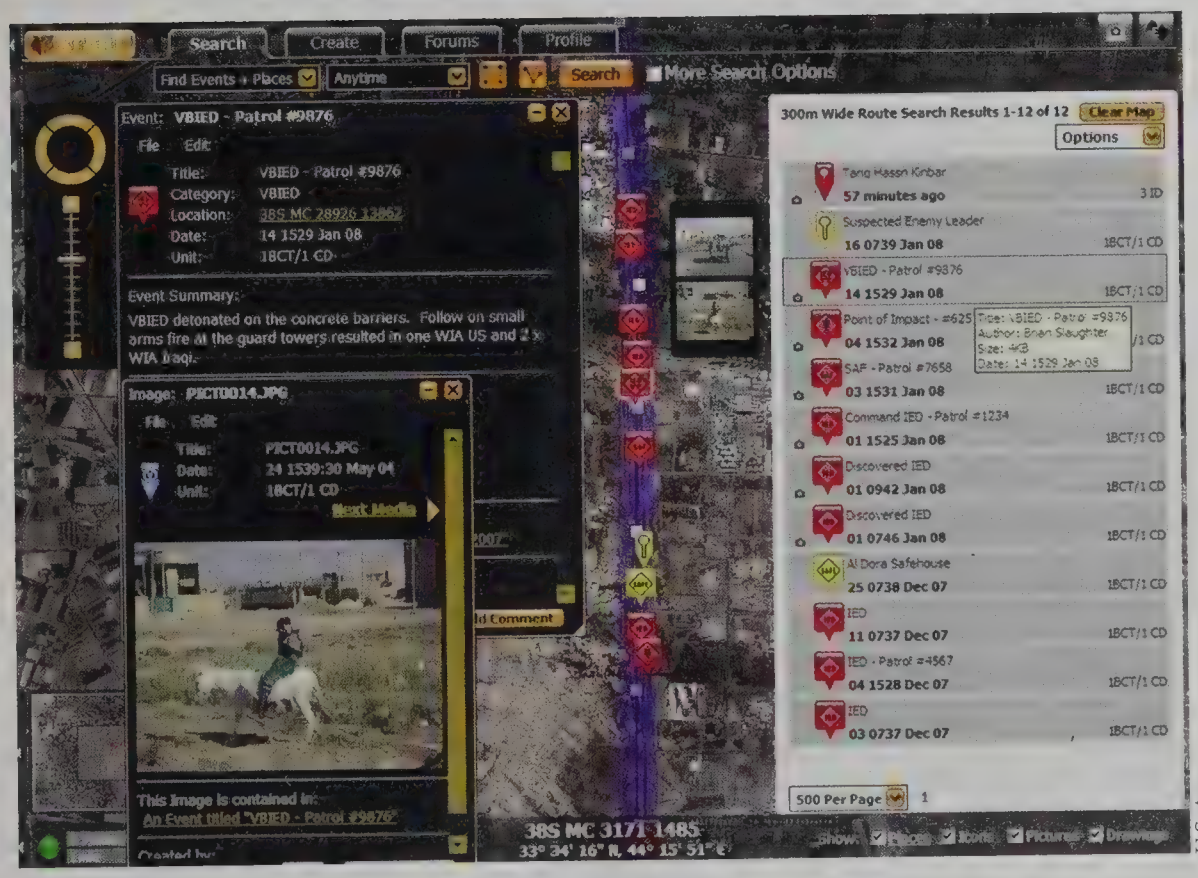
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***Scott R. Gourley**, a freelance writer, is a contributing editor to ARMY.*



Left, a soldier monitors the network during NIE 12.2 Mission Command applications. Below, the Tactical Ground Reporting System enables soldiers to obtain, share and analyze data. Units can also post information about their movement that can help other units who are following the same route.

field can see all the warfighting functions come together. You see in Force XXI Battle Command Brigade and Below—now renamed Joint Battle Command-Platform—the idea of seeing the 'blue picture.' He can see the blue icons on his map and maybe a little bit of the significant activities with the Tactical Ground Reporting System, but he hasn't brought in the other warfighting functions: the artillery, the sustainment, the intel. That's the stuff we want to get to as the network continues to evolve, so a commander who has a point of presence [vehicle] gets more of that information. We don't have those everywhere, though, so as that network continues to evolve and maybe the Soldier Network Extension [vehicles] give us more capability we can see more warfighting functions."



U.S. Army

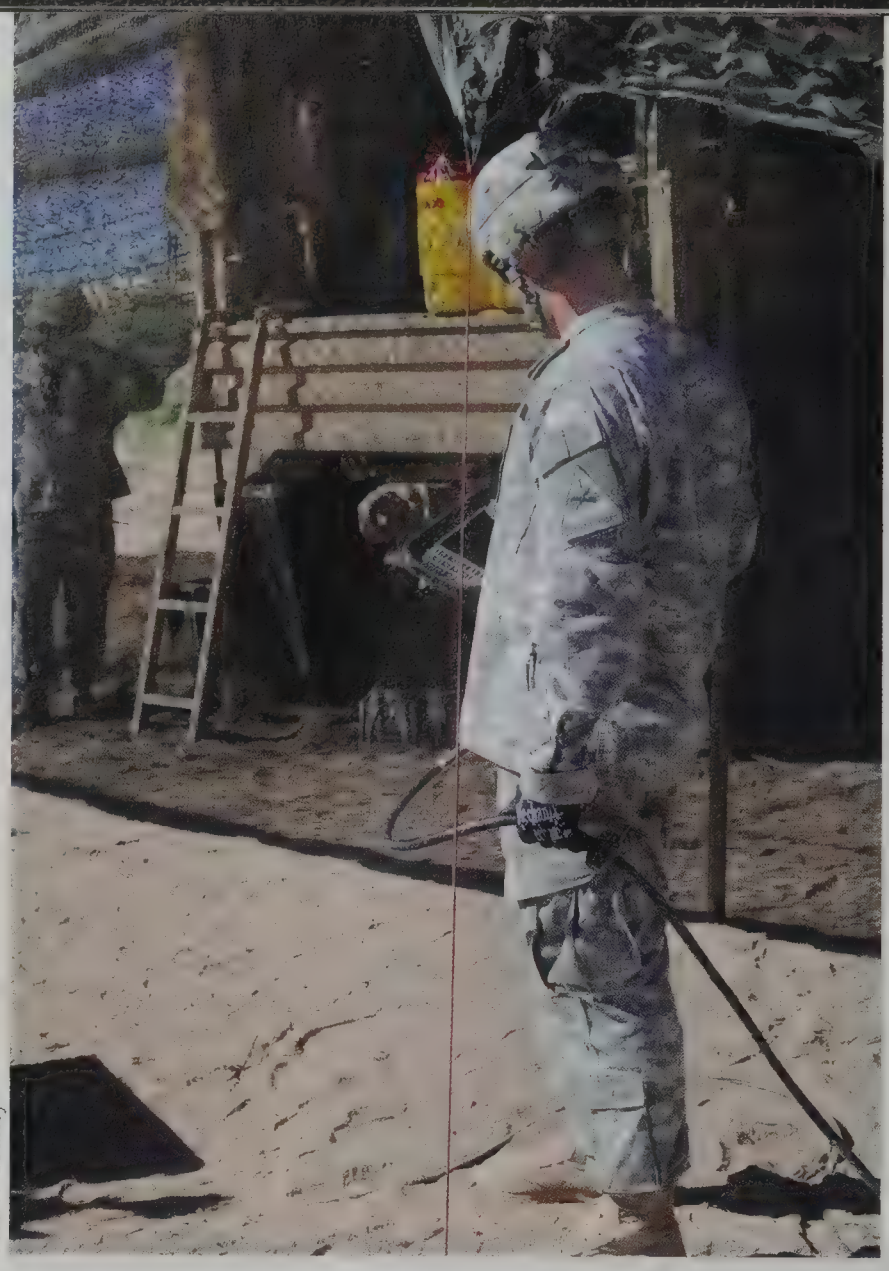
Summarizing the synergy between the Army's network and the Mission Command applications, COL Vogelhut said, "We are trying to lay out the capability over time so that the applications we develop for the warfighting functions take advantage of the more robust network that we are developing."

Product Directorates

Within PM Mission Command, the responsibilities for implementing and evolving specific applications are organized under four product directors who offered a few representative examples of their ongoing activities.

Calvin Pilgrim serves as product director for Sustainment System Mission Command (S2MC). He highlighted how the evolutionary Mission Command process is reflected in some S2MC applications, offering the early example of the transition from Army's Combat Service Support Control System to the Battle Command Sustainment Support System between 1995 and 2004, with parallel hardware migration through three UNIX-based computers to a Windows laptop platform.

Pointing to current directions toward Web-enabled services, he said, "You will no longer get a computer that specifically only deals with 'the product.' … You can find on the Web … and pull down all the information that you would



Scott R. Gourley

A soldier uses a handheld device at an M777A2 cannon firing position during an Army Evaluation Task Force evaluation. The Army's goal is to give the software for future handheld fires devices a look and feel like the Advanced Field Artillery Tactical Data System.

have previously found on your laptop computer. We call it Web enablement, and it is part of the Mission Command path forward."

"For many years we were the Army's joint command and control project manager, providing the Global Command and Control System-Army (GCCS-A) as well as the Defense Readiness Reporting System-Army (DRRS-A). Those were our big programs. Recently, we were reassigned additional missions," said LTC Brian Lyttle, product manager for Strategic Mission Command.

DRRS-A provides a vital role in helping the Department of the Army determine which units are ready to deploy and helping to facilitate their readiness for deployment, while GCCS-A has been at division and higher headquarters to provide a situational understanding to joint task force-capable commands. In addition to its joint mission contributions, the product management office also supports the CJ-6 or S-6.

One representative product within the Strategic Mission Command family is the Battle Command Common Server (BCCS), which serves warfighters in a complex environment combined with other programs of record, providing the majority of the servers that go into the command post to support CPOF, to help support WIN-T's needs and to help support other software products that require a server operating in the background.

"We basically have five different programs in our directorate," said LTC Larry Glidewell, product director for Fire Support Command and Control. "The major one is the Advanced Field Artillery Tactical Data System [but] it has changed a lot over the last 20 years."

In addition to AFATDS, directorate programs include the Joint Automated Deep Operations Coordination System (JADOCS) as well as three handheld programs: PFED (Pocket-sized Forward Entry Device), Lightweight Forward Entry Device and Gun Display Unit Replacement.

In terms of PFED activities, for example, although the device itself is entering the sustainment phase, LTC Glidewell said that his office activities include "continuing to develop the software that will be a 'fires software package' for the next-generation handheld device." The new software will reportedly provide future handheld devices with a look and feel more like AFATDS than current software packages.

"We are going to migrate our systems into the CPCE [Command Post Computing Environment]," he added. "AFATDS will become a 'widget' [on the Ozone Widget Framework] in the 2015–2019 program objective memorandum period. Basically, AFATDS right now is a hardware/software program, but it is going into a fully functional software-only program, in which AFATDS becomes an application that will live on the common CPCE platform that will be part of the Army's common operating environment."

Along with AFATDS, LTC Glidewell noted that JADOCS will also "widgetize" and become part of the CPCE.

"For the handheld devices, we will make those software packages conform to a look and feel like an AFATDS package," he added. "When you have one of our fires people out there using that software, they're not looking at future fires handheld software and seeing something foreign to them. It will feel like AFATDS, making it easier for them to use."

"CPOF is our flagship product," explained LTC Thomas Bentzel, product manager for Tactical Mission Command. "It's the product that we are currently fielding and deploying across the force. We are about two-thirds to three-quarters deployed right now across the Army."

"Basically, the purpose of CPOF is to provide commanders and their staffs with information that they can use to make good tactical decisions," he said. "The second thing that CPOF provides is the ability to collaborate across unit boundaries and within units so that users—commanders, staff members and individual soldiers using the system—can each see what the other users are seeing. So when you talk about a common operating picture, often people think that just means a map with some icons on it, but CPOF does a lot more than that. CPOF allows you to actually share the view of the map for the situation you are looking at—with all of the graphics, control measures, icons, information and other things. … When you change something, it changes on [everyone else's] view as well."

Looking toward the future, LTC Bentzel projected full CPOF deployment in September 2018.

One representative follow-on effort is Command Post



The AH-6 Light Attack/Reconnaissance Helicopter offers superior capability for the Army's Armed Aerial Scout mission. The most advanced integrated cockpit. Commonality with the Army's Apache Block III helicopter. Flexible weapons configuration with four pylon stations. Networked, including UAS connectivity. And with a full mission load, it's demonstrated hover-out-of-ground-effect above 6k/95° F. Capability ahead of the pack. That's AH-6 AAS.

BOEING



Scott R. Gourley

Right, Command Post of the Future (CPOF) connects users among and within units so that they all see a common operating picture in real time. Below, SPC Russell Kirkwood and 1LT Donald Copeland, with 1st Battalion, 35th Armored Regiment, 2nd Brigade, 1st Armored Division, participate in command post training last August at Fort Bliss, Texas.



U.S. Army/LTC Deanna Bague

Web, which LTC Bentzel described as "a Web-based way of deploying capabilities similar to CPOF and other capabilities as well. It is a product that resides on the Ozone Widget Framework, which is a Web framework for deploying capabilities: 'widgets.' It is a future implementation of capability that we are working on right now and have actually demonstrated at NIE 12.2 and again at NIE 13.1. It allows individual capability managers to build widgets that put their capabilities into a Web-based framework."

Along with the representative examples just cited, each of the product managers offered additional examples of application activities riding the network.

Critical Industry Support

COL Vogelhut credited industry innovation for the success of the Mission Command application evolution to date, a relationship that he has supported through the use of "industry days" to provide interested parties with an understanding of where the overall process is heading.

"We recently had one that was focused on the next generation of the Mission Command Workstation [next-generation CPOF]," he said, "but I took advantage of the session to start with where the vision of Mission Command is going. I can't speak for the whole Army, but at least from the software side I described the guidance I'm getting from MG N. Lee S. Price [Program Executive Officer for Command, Control and Communications-Tactical], the G-8, and from others. I told industry: 'This is where I think we're going, so as you understand the vision over the years, here's where I think we are going to put out contracts, and in parallel if you are able to invest your IR&D [independent research and development] that's great. If not, we will still put out contracts and have competitions for the best products.'"

Tomorrow's Challenges

The ebb-and-flow relationship between applications and the network is also evident in challenges for the future.

Specifically, when asked about challenges on the horizon, COL Vogelhut said, "Making sure that we continue to test our product with the network, I think, is a challenge, because [the network] will incrementally grow, and if I develop products in front of [it] that require more of the network, I have to slow up. If [it] has more capability than I am using, then I am not giving enough capability to the warfighter. To me, though, that's a good challenge."

Other identified challenges included unforeseen adversaries, developmental timelines and the time mandates of the contracting process.

"The last challenge involves really understanding where the next generation of capability will be needed," he concluded. "I work closely with my TRADOC capability manager, COL Mike Higginbottom, to understand it, but if the government decided that we needed to do more in homeland defense, or more in space, or more in working with the joint force, the challenge would be how to capitalize on that before we are asked. So we are trying to build products like Command [Post] Web that give you that ability, so when that unforeseen question comes up later, my cycle time to deliver capability is much shorter." ★



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Perspectives On Saber Junction-I



U.S. Army/SGT Paul Sale

By LTC Curtis D. Taylor

Above, Bulgarian army soldiers from the 61st Mechanized Infantry Brigade return simulated fire from behind a BMP-1 tracked vehicle during a decisive action training environment Exercise Saber Junction 2012, at the Joint Multinational Readiness Center in Hohenfels, Germany, last October. Opposite, a Stryker armored vehicle provides cover for a halted convoy.

In October 2012, the 2nd Cavalry Regiment (2CR) rolled out of its motor pools near Vilseck, Germany, crossed the line of departure and attacked into the German countryside. So began Exercise Saber Junction 2012, the largest, most complex U.S. Army training event seen on the European continent in more than 20 years. Partnered with military forces from 18 other nations, ranging from British

A New Level of Complexity In the Decisive Action Training Environment

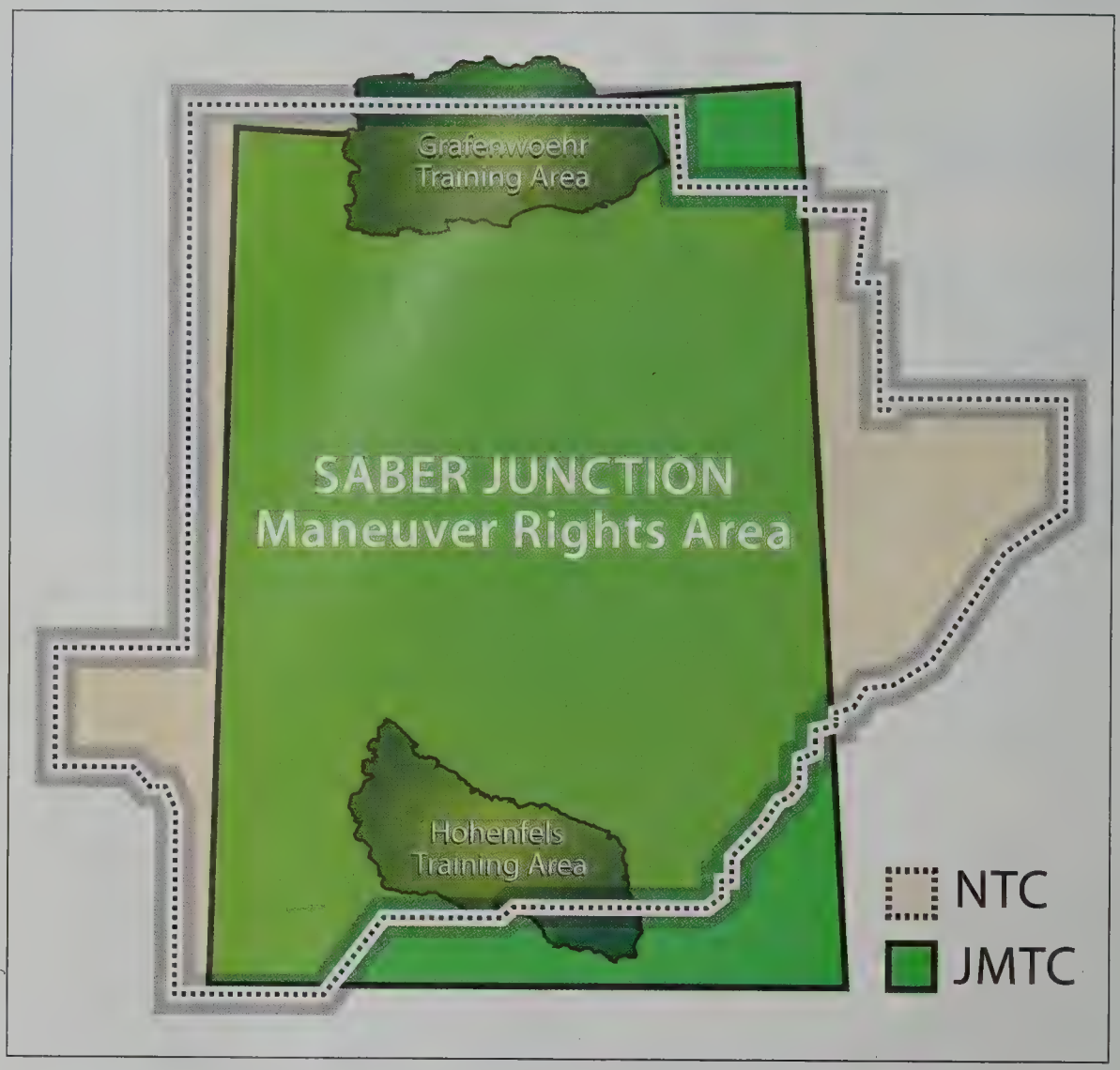
mechanized infantry to Serbian military police, the Regiment faced a multinational opposing force (OPFOR) led by the professional OPFOR of 1st Battalion, 4th Infantry Regiment, supported by German Panzers, Czech artillery and Slovenian aircraft. For the first five days of the rotation, the blue force objective was to fight its way across 80 kilometers of rolling countryside and villages of southern Bavaria through a region known as the Maneuver Rights Area and seize critical river crossing points into the Hohenfels Training Area. At more than 1,000 square miles, this region is roughly the same size as the National Training Center in Fort Irwin, Calif., and represents the most complex, integrated training environment currently available to the U.S. Army.

Saber Junction 2012 marked the fourth decisive action training rotation executed by the Army over the past 18 months, but this exercise was unprecedented in many ways. Operating among German towns over extended distances and dealing with a real host-nation population and real multinational partners on a complex battlefield that forced the simultaneous execution of offensive, defensive and stability tasks, 2CR was presented with a level of realism and operational complexity that cannot be replicated anywhere else on the globe.

Operation Saber Junction differed from previous decisive action rotations in three fundamental ways: It featured sustained offensive operations over extended distances, multinational integration and operations among



U.S. Army/SPC. Jordan Fuller



U.S. Army

The Seventh Army Joint Multinational Training Command's (JMTC) Saber Junction Maneuver Rights Area in Bavaria is comparable in size to the National Training Center at Fort Irwin, Calif., roughly 1,000 square miles.

a live host-nation population. When 2CR crossed the line of departure early on the morning of October 13, 2012, their ultimate objective was a fictitious city named Kibirli in the Hohenfels Training Area, more than 50 kilometers away. Between them and their objective were several major German towns, more than 100,000 German citizens, an *autobahn*, rivers and, most importantly, a hybrid enemy threat consisting of near-peer conventional forces and insurgents who moved freely among the real German population. The 2nd Cavalry attacked for 148 hours without interruption before their forces finally closed around Kibirli. During that time, the regimental main command post jumped three times with squadron command posts in nearly continuous movement in order to keep up with the forward line of troops.

This attack represented the longest sustained advance against organized enemy forces that our Army has conducted since the 3rd Infantry Division fought its way to Baghdad in 2003. The ability to conduct continuous offensive operations over long distances remains one of the great asymmetrical advantages of the U.S. military and a likely condition in any future war. This event brought to light many great lessons for our Army regarding our ability to sustain our forces and communicate on the move across large distances. Specifically, it highlighted both the urgency and importance of the ongoing work at Fort Bliss, Texas, to field and test Capability Set 13 networks that can operate on the move in a highly fluid, fast-moving battlefield.

Operation Saber Junction was the first decisive action rotation to see the extensive employment of multinational partners in both the training unit and the opposing force. Nineteen different nations participated in the rotation. The 2nd Cavalry fought as a true coalition with a Romanian infantry battalion, British and Slovenian mechanized forces, Italian airborne infantry, Slovenian engineers and air defense, and Serbian military police—all supported by French special forces and Ukrainian Hind D attack helicopters. The Regiment's higher headquarters for the exercise included a contingent from the First German-Netherlands Corps to replicate a multinational headquarters.

We will likely never fight another conflict without substantial involvement from coalition partners on our flanks, in our higher headquarters, and within our own formations. With more than 1,800 foreign soldiers involved in the exercise, Operation Saber Junction afforded the ideal opportunity to test our ability to integrate formations from multiple nations in a fast-developing tactical situation. The list of potential friction points is long and detailed. Rules of engagement, national caveats, fuel and ammunition compatibility, night vision capability, and doctrinal differences all affected the rapid integration of multinational formations in the Regiment during this exercise. The lack of compatible radio systems and the ever-present language barrier also hampered true integration at the tactical level.

While 2CR did an impressive job working through these many challenges, it is clear that the task of integrating coalition partners requires sound doctrine and continual training at every echelon. President Rosen Plevneliev of the Republic of Bulgaria visited his troops during the exercise. He observed how the interface challenges were similar to the struggles he faced as a software developer building compatibility among various platforms and operating systems. "Compatibility is essential in the multinational environment," he said. Ultimately, the exercise demonstrated that the decisive point in successful multinational operations

***LTC Curtis D. Taylor** is currently serving as the brigade senior trainer at the Joint Multinational Readiness Center in Hohenfels, Germany. He was previously assigned as the commander of Task Force 3-66 Armor in Paktika Province, Afghanistan.*



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Right, Bulgarian President Rosen Plevneliev addresses his troops participating in Operation Saber Junction during a visit to JMTC last October. Below, a U.S. Army Europe fighting vehicle assigned to 1st Battalion, 4th Infantry Regiment moves into a fighting position during Saber Junction 2012.

lies in finding creative ways to bridge the cultural and doctrinal divide. This is a skill too difficult and too important not to include in future decisive action training exercises.



Saber Junction 2012 is the first U.S. brigade-level training exercise to take place in the midst of a real host-nation population in 23 years. The complexity of this environment added a level of realism unobtainable anywhere else in the world. Military operations in the future will almost certainly occur against the backdrop of the homes and businesses of an indigenous population, and this exercise truly tested our ability to operate in that context.

Throughout the 21-day rotation, the Regiment never occupied a traditional forward operating base. Units moved constantly in response to a dynamic enemy. While there were many lessons learned about the basics of field craft—the use of white light, field sanitation, digging of fighting positions—our soldiers proved surprisingly adaptive. Sergeants who in multiple combat tours had never spent more than three continuous days outside of a secured perimeter went up to three weeks in open terrain, surrounded by an ever-present enemy threat. This highlights a critical but often overlooked advantage that is resident in our young soldiers, noncommissioned officers and junior officers. Our battle-tested force is surprisingly resilient and can adapt rapidly to a changing environment. As we move into a very uncertain future, in which so many

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Entry Rules:

1. Each photograph must have a U.S. Army-related subject and must have been taken on or after July 1, 2012.
2. Entries must not have been published elsewhere. Evidence of prior publication of any entry will disqualify it.
3. Each contestant is limited to three entries.
4. Entries may be 300-dpi digital photos, black-and-white prints or color prints. Photographs must not be tinted or altered. (Send digital photos to tspincic@ausa.org.)
5. The minimum size for prints is 5x7 inches; the maximum is 8x10 inches (no mats or frames).
6. The following information must be provided with each photograph: the photographer's name, address and telephone number, and caption information.
7. Entries must be mailed to: Editor in Chief, ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201-3385, ATTN: Photo Contest.
8. Entries must be postmarked by July 31, 2013. Letters notifying the winners will be mailed in September.
9. Entries will not be returned.
10. Employees of AUSA and their family members are not eligible to participate.
11. Prize-winning photographs may be published in ARMY Magazine and other AUSA publications three times.
12. Photographic quality and subject matter will be the primary considerations in judging.

For further information, contact Jennifer Benitz (jbenitz@ausa.org), ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201; (703) 907-2604.

For examples of past winners, see www.ausa.org/publications/armymagazine/aboutarmy/Pages/ARMYMagazineAnnualPhotoContest.aspx



A Romanian battalion commander and a British mechanized company commander discuss their scheme of maneuver as the main effort for the regimental attack while the regimental operations officer, MAJ Andy Watson (arms folded), 2nd Cavalry Regiment, looks on.

threats to American security are completely unknown to us today, it is that adaptability that will be our greatest core competency.

Four decades ago our Army found itself in a period of great transition, not unlike our current one. In the early 1970s, Generals Creighton W. Abrams and William E. DePuy recognized that a decade of counterinsurgency operations in the jungles of Vietnam had resulted in atrophy of the skills necessary to synchronize complex operations at the brigade and battalion levels. Accustomed to years of supporting what was essentially a platoon-and-company fight from small firebases, our brigade headquarters had lost the art of synchronization and served primarily as a resource-providing headquarters. Abrams and DePuy, both World War II veterans, knew that in order to succeed against Soviet land armies pouring through the Fulda Gap, our brigades had to learn to plan and synchronize complex operations. The nature of the mission itself demanded a much more centralized approach and a different set of behaviors from our tactical headquarters. The result was the creation of the U.S. Army Training and Doctrine Command (TRADOC) and the birth of the combat training centers a decade later. Our leadership at the time recognized that if we could accurately replicate the conditions our soldiers might expect on the battlefield in a live environment, then they would adapt, and the doctrine and training necessary for success would emerge as a generation of soldiers grew into leadership with experience in this environment. The key to success was replicating the environment as accurately as possible. The transformation of our Army in the 18 years between the birth of TRADOC in 1973 and Operation Desert Storm in 1991 is now viewed as one of the most productive periods in the history of our military.

Our challenges today are different but reminiscent of those we faced after Vietnam. A decade of counterinsurgency has taught us great lessons about understanding the operational environment and built great initiative and autonomy into our company-level formations. While we should seek to retain those strengths, there are instances when old lessons must be adapted to the new environment and relearned. The decisive action training environment presents a new challenge to brigade and battalion staffs accustomed to decentralized company-level operations. Simultaneously faced with a near-peer conventional threat and a stability challenge across a broad operational environment, staffs must have the tools to manage both while they synchronize a growing variety of battlefield enablers, including significant contributions from our allied and host-nation partners.

The first step in building a tactical Army that can handle this level of complexity is to accurately replicate it at our combat training centers. If we can continue to do this well, with scenarios that force extended operations over large distances in complex terrain and integrate our coalition partners, then the American soldier will adapt, as he has done so well in the past. Then the Army will succeed, as our predecessors did four decades ago, in building a new generation of warfighters who are prepared for the challenges of a new century. ★





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Perspectives On Saber Junction-II



Soldiers of 4th Squadron, 2nd Cavalry Regiment, U.S. Army Europe, stage at a village in Germany before entering one of the area's major civilian roads during Saber Junction 2012 last October. It was the largest joint, multinational military exercise of its kind in Europe since 1989, involving some 6,000 personnel from 19 nations.

USAREUR Exercise Promotes Interoperability Among U.S. Army and Allied Nations

By SSG Brooks Fletcher



U.S. Army/SSG Pablo Piedra

Welcome to Atropia! This fictional region in eastern Bavaria, Germany, recently served as the training environment for Saber Junction 2012, U.S. Army Europe's (USAREUR) premier training event hosted by the Joint Multinational Training Command in Grafenwöhr and Hohenfels. Roughly 6,000 personnel from 19 nations participated in the exercise designed to train the 2nd Cavalry Regiment in Decisive Action Training Environment, as outlined in the U.S. Army's new Unified Land Operations doctrine. Saber Junction, conducted last fall, is the largest joint, multinational military exercise of its kind in Europe since 1989.

"To adhere to the U.S. Army's unified doctrine, we attempted to create a scenario that supports the two core competencies, wire security and combined arms maneuver," said U.S. Army CPT Matthew Todd, Joint Multinational Readiness Center (JMRC) rotational planner. "We created this fictional land by taking real-world data and overlaying it on the Maneuver Rights Area [MRA]."



Right, PFC Alexander Robinson, 2nd Squadron, 2nd Cavalry Regiment, awaits the order to move his Stryker vehicle to support an assault during Saber Junction at Grafenwöhr Training Area, Germany. Below, soldiers from the Slovenian Armed Forces prepare to assault an enemy fighting position during the exercise.



U.S. Army/SPC Joshua Leonard

Location, Location, Location

The exercise used the MRA, a 1,200-square-mile expanse of land located between USAREUR's Grafenwöhr and Hohenfels training areas, which required units to maneuver through actual German villages and roadways.

"It brought a level of realism and depth to the scenario, which would otherwise not be able to be replicated," said MAJ Andy Watson, 2nd Cavalry Regiment operations officer. "What that did was replicate the complexities that are found in the current operations that we conduct in Afghanistan and elsewhere, as well as what our future operations will be as military forces from around the globe continue to reduce … and restructure."

There are six "mock" cities in Atropia: Aghjabadi, Yevlakh, Aran, Barda, Kibirli and Mechradly. They are composed of elements such as sports fields, mosques, water towers, train stations, gas stations, municipal buildings, factories and market areas, all of which contribute to the environment's realism.

When you combine this environment with JMRC's professional opposing forces (OPFOR), the 1st Battalion, 4th Infantry Regiment, an array of military weaponry and equipment, contractors and local nationals acting as a community of cultural role-players, you add further realism to the training, which not only prepares 2nd Cavalry Regiment for present-day operations but also for a range of future missions, said Reginald Bourgeois, JMRC Deputy S-3.

"The enemy is as smart as you are. They'll speak any language except the one you want them to," said Bourgeois. "When you add all that, it becomes a very realistic town." With such a complex battlefield, Bourgeois explained, today's operations require joint, interagency, intergovernmental and multinational participation.

Joint, Multinational Partnership

Augmenting the warriors of 1-4 Infantry Regiment OPFOR were task forces from the Federal Defense Forces of Germany and the Army of the Czech Republic, as well as el-

SSG Brooks Fletcher *has been in the Army since August 2005 and currently serves with U.S. Army Europe in Heidelberg, Germany. His other assignments include the 31st Air Defense Artillery Brigade, Fort Bliss, Texas, and the 20th Public Affairs Detachment and 16th Combat Aviation Brigade, Fort Wainwright, Alaska. He has a bachelor's degree in communication studies and graduated from the Defense Information School as a public affairs specialist/photojournalist.*



Left, an opposing force from the Joint Multinational Readiness Center's 1st Battalion, 4th Infantry Regiment fires a rocket-propelled grenade during a firefight. Below, soldiers from the Italian "Folgore" Airborne Brigade load up on ammunition before engaging opposing forces in a mock terrorist training camp.

ements from the Norwegian Armed Forces.

"We've attempted to create a highly complex opposing threat," said CPT Todd. "Not only do we have conventional forces, but we have insurgent forces, criminal elements and terrorist elements all within that formation."

While having such a diverse OPFOR may seem like a disadvantage to the "Dragoons" of 2nd Cavalry Regiment, multinational partners have come in force to assist them in this exercise.

With the U.S. Army Special Forces and Air Force, as well as British, Italian, Dutch, Polish, Serbian, Slovenian and Ukrainian armed forces providing assistance and serving as rotational training units, the exercise brought a variety of military equipment, weaponry, vehicles and aircraft together in one unique training environment. The FBI; Bureau of Alcohol, Tobacco, Firearms and Explosives; Drug Enforcement Administration; Department of Homeland Security; Department of State; and U.S. Agency for International Development also participated in Saber Junction.

"We validated things that were known to be true throughout USAREUR," said MAJ Watson. "Over the years we have worked with our various multinational partners. The multinational military forces bring a number of diverse strengths that are value added to operations and organizations."

Additional elements such as host-nation security and special operation forces, provided by Romania, Bulgaria, France and the United States, were included in the training situations and scenarios, all contributing to the idea that "we train how we fight."

Evaluate and Validate

At the heart and soul of the exercise are JMTC's observer-coach-trainers (OCTs). Forged from sergeants first class and platoon sergeants, all the way to a brigade commander, they are hand-selected to accompany every leader in the field and mentor them in tactics, techniques and procedures, said Bourgeois.

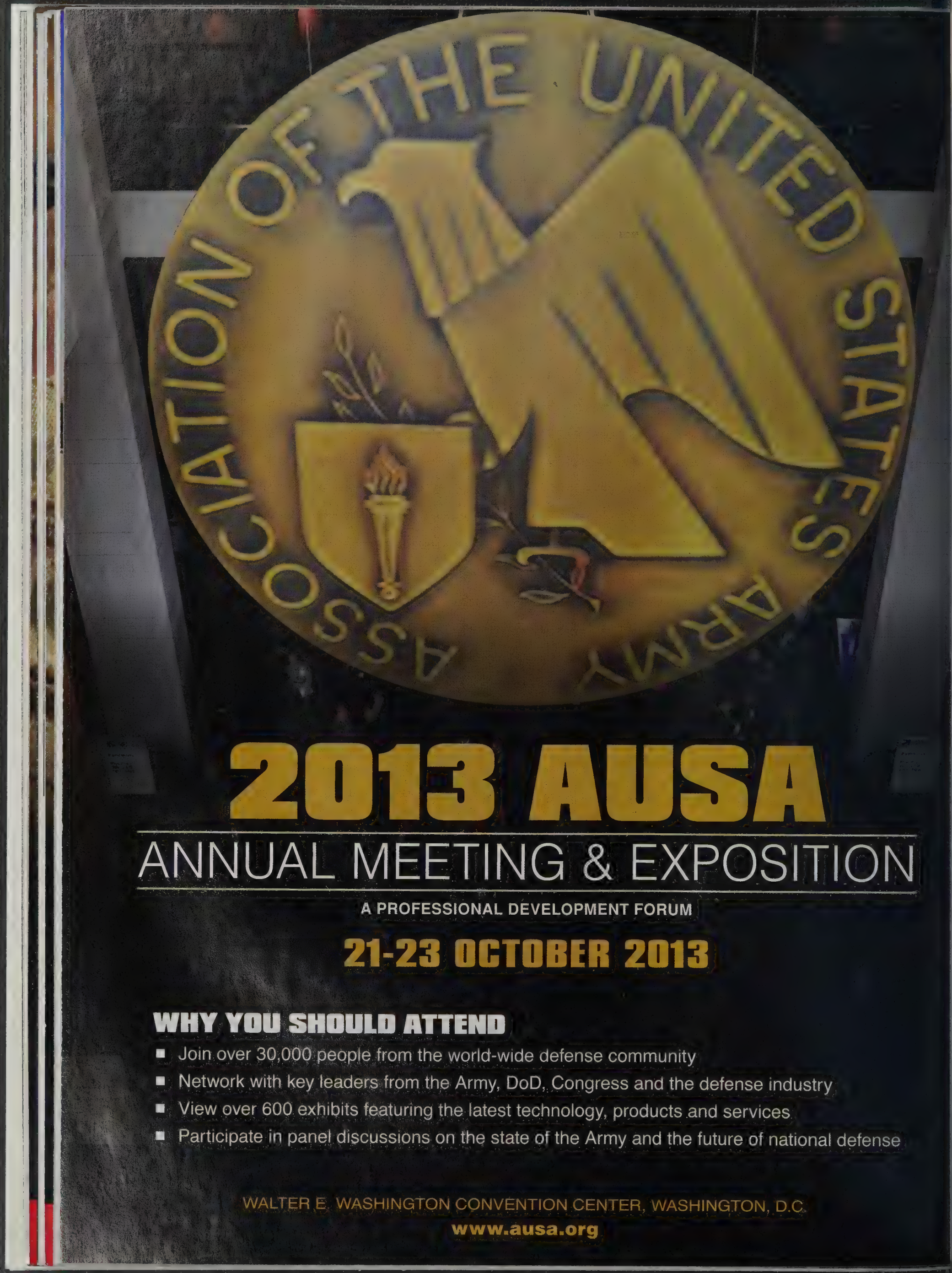
With more than 470 trained OCTs on the battlefield, including personnel from the United States, Belgium, Georgia, Sweden and France, everything happening in Atropia is under evaluation.



U.S. Army/SSG Brooks Fletcher

"Our main job is to observe how [training units] apply tactics and procedure during the engagement; when they make mistakes, we coach them," said Romanian Land Forces' Maj. Mihaa Cueta, a senior OCT from Romania's Combat Training Center. "We are here to ensure that they do things right."

"Saber Junction is a great opportunity for me, my OCT



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Left, Bulgarian special forces soldiers prepare to conduct a raid on the mock town of Ubungsdorf. Below, a Romanian soldier keeps an eye on a weapons cache discovered during a patrol throughout the Grafenwöhr Training Area during Saber Junction.

colleagues and the battalion," Maj. Cueta said. "The operational environment is very realistic and professional. It's not only good for the 2nd Cavalry Regiment but also for secondary training units like the [Romanian Land Forces'] 300th Infantry Battalion."

With a large-scale training environment involving thousands of moving pieces, execution and coverage require not just radios and a map but also an eagle-eyed view of the entire MRA.

"JMTC has the ability to lay a communication umbrella over the entire MRA and capture everything that is going on in the field and bring it into an after-action review," Bourgeois said. "This allows us to stop participants and ask, 'What do you think happened?' We tell them what really happened and three things that can be fixed for the future."

The exercise also served as a communications test between allied and joint forces in Vicenza, Italy; the National Training Center in Fort Irwin, Calif.; and the Joint Readiness Training Center in Fort Polk, La. This integration isn't limited to joint and multinational military organizations; it applies to governmental organizations as well, as they provide expertise in stability operations of the exercise.

U.S. Army/SSG Joel Salgado

Interagency and Interoperability

According to Jim Derleth, JMRC senior interagency training advisor, the U.S. Army's doctrine notes that strategic success in modern and future operations requires fully integrating the effort of interagency and multinational partners in U.S. military unified land operations.

"Anywhere we go in the world we are going to interact



A German soldier with the 104th Panzer Battalion talks to an American observer-coach-trainer after his tank was hit and designated as disabled. Below, British soldiers with the Mercian Regiment's 3rd Battalion based in Fallingbostel, Germany, clear a jam from an M249 during training at Grafenwöhr before taking part in Saber Junction.

with the government," said Derleth. "The long-term goal of the U.S. government is to stabilize that country. One of the things we have done [during Saber Junction] is to take a very holistic approach to interagency participation."

Effectively integrating these agencies requires that the military leaders understand their interagency partners: who they are, how they operate and what their resources are. They then work to build scenarios to test their understanding and train the OCTs in understanding the dynamics of interagency operations so they can report if the lessons learned by the units are being applied, Derleth said.

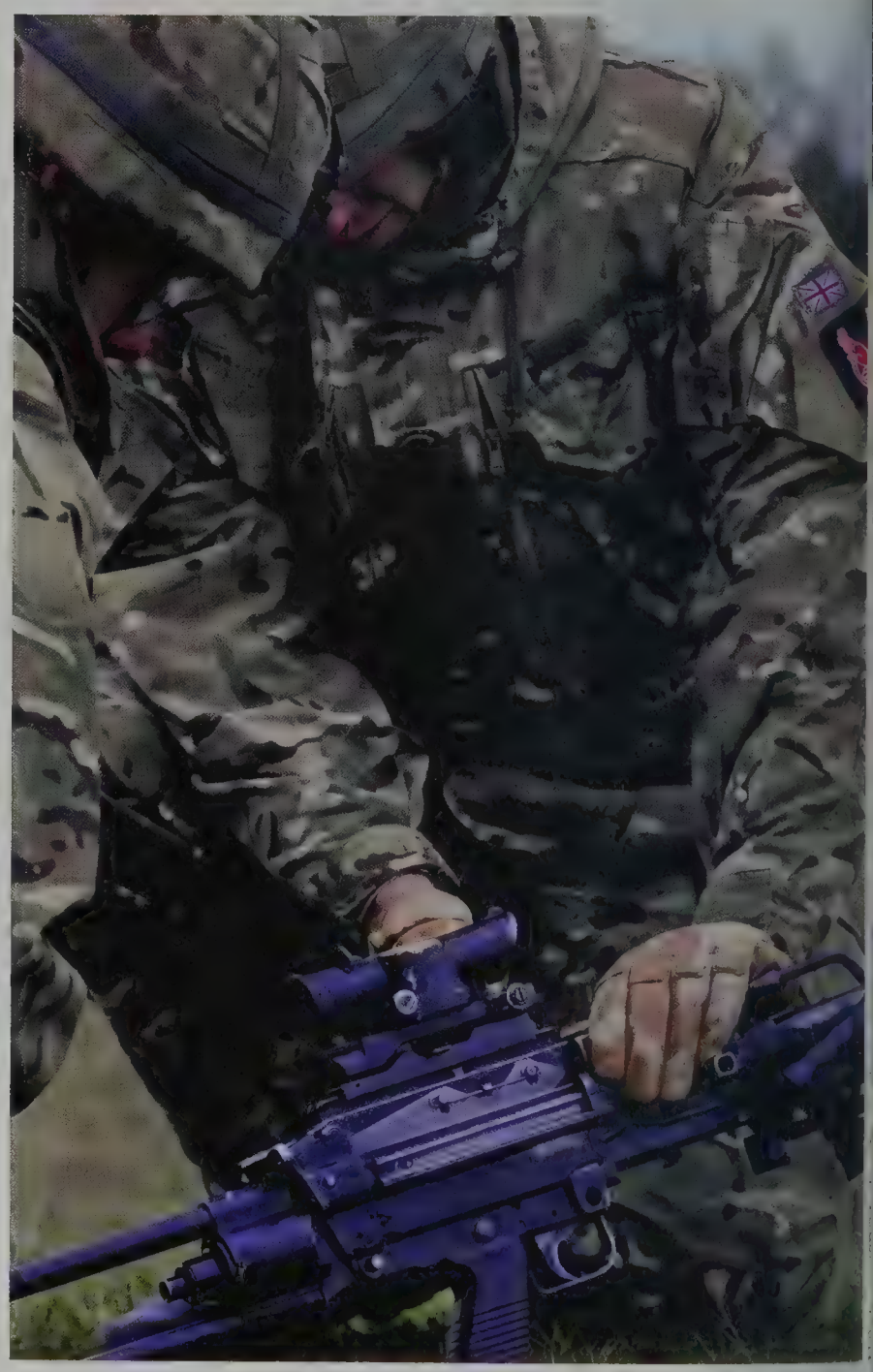
"What [units] do tactically has strategic consequences," Derleth said. "We have to train in integrating all the parts of the U.S. government, state policy and working with the various government organizations to smooth things over in the various countries."

This realistic interaction with external agencies and U.S. and multinational allies is an essential part in building cohesion and interoperability among all organizations.

Training for future conflicts through exercises like Saber Junction ensures that both U.S. military and interagency partners have the mutual experience of dealing with one another, which better prepares them for operations.

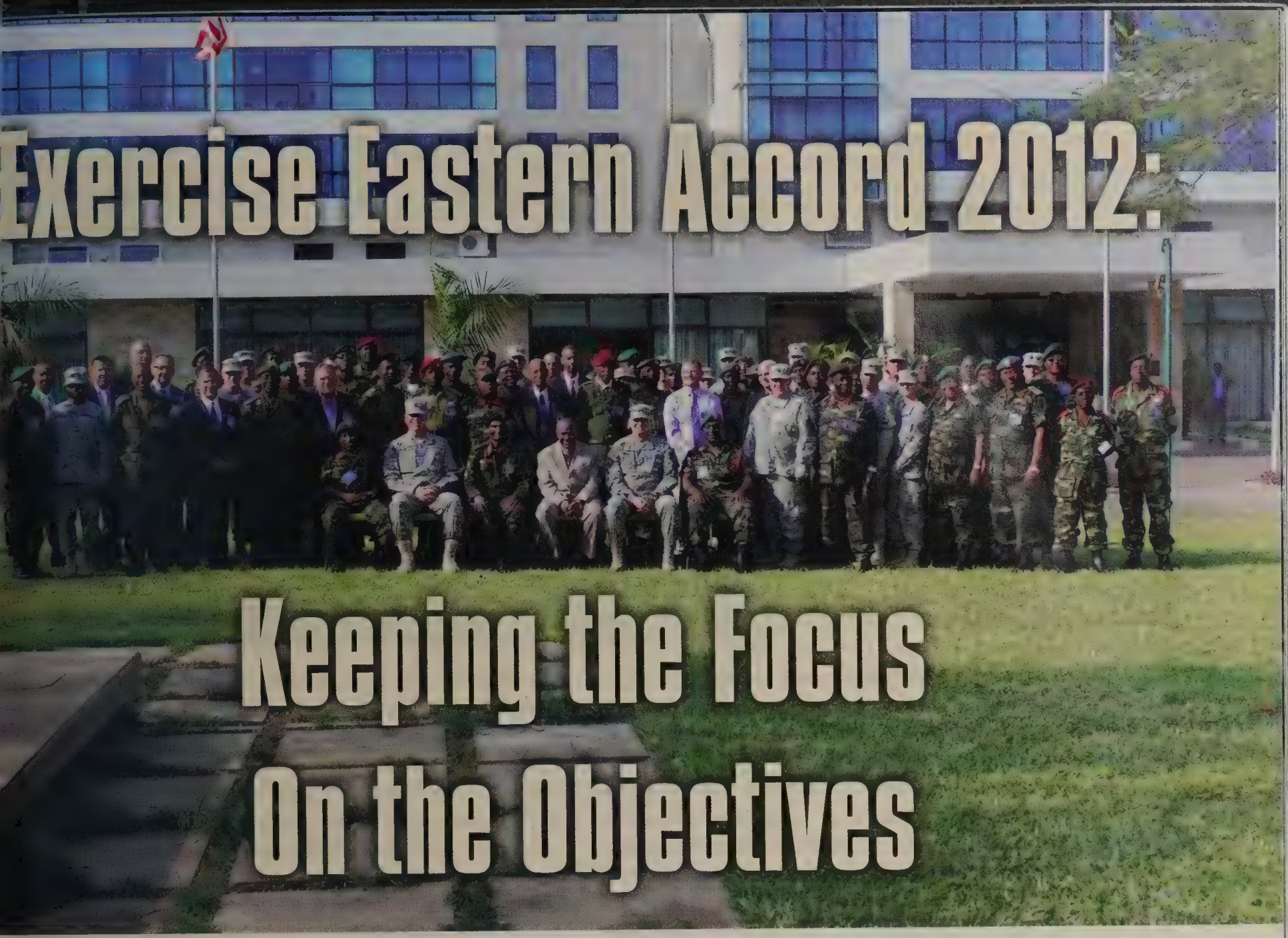
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With a uniformed, joint and multinational architecture of participants—opposing forces, observation teams, and interagency and intergovernmental organizations—wrapped up in the dynamic, geographical confines of USAREUR's training center, cultural barriers become almost nonexistent and interoperability certain, making Saber Junction more than just a training exercise. It is the future of military training. ★



Exercise Eastern Accord 2012:

Keeping the Focus On the Objectives



Representatives from U.S. Army Africa, seven East African countries and members of the 110th Maneuver Enhancement Brigade, Missouri Army National Guard, kicked off Exercise Eastern Accord 2012 in Tanzania last September.

By LTC Allen J. Pepper

U.S. Army Africa (USARAF) conducted Exercise Eastern Accord 2012 (EA12) September 5–12, 2012, in Arusha, Tanzania, with the participation of seven East African partner nations. EA12 concluded with a table top exercise (TTX) and focused on improving the capabilities of African partner nations to respond to regional security threats posed by violent extremist organizations (VEO) and to more effectively counter the associated violent extremist ideology. The USARAF and its East African partners held a successful counter violent extremism seminar by maintaining focus on exercise objectives. In doing so, the participants encountered numerous challenges and opportunities and identified appropriate paths to follow for future theater security cooperation activities.

Lead-up to Exercise Eastern Accord 2012

U.S. Africa Command (AFRICOM) structures its Joint Chiefs of Staff (JCS) exercise program to target the command's theater strategic objectives while at the same time ensuring mission essential task list (METL)-focused training for the participating units. USARAF, AFRICOM's Army service component command (ASCC), executes the Accord series of JCS exercises, targeting regional cooperation within the African continent's five regional groupings. As the name implies, EA12 focuses on East African countries and is an important element in a series of military-to-military activities to demonstrate the strong partnership among partnering militaries. EA12 is the follow-on to the exercise series Natural Fire, which USARAF conducted in the region twice in recent years. Natural Fire 2011 included a command post exercise with a countering violent extremism theme, and the partner nation participants in that exercise agreed that they should continue to conduct activities with this focus. In September 2011, the East African Community (EAC) tentatively agreed to partner with USARAF for the execution of EA12 as a field training exercise (FTX) and associated TTX a year later in Tanzania. At that time, the agreed-upon exercise objectives included the following:

- Build partnerships between American and East African military forces.
- Increase interoperability within East Africa.
- Increase East African participant nations' ability to counter violent extremism.
- Increase readiness of U.S. forces to operate in austere conditions.

The 110th Maneuver Enhancement Brigade (MEB) of the Missouri Army National Guard volunteered to serve as the command and control unit for the exercise nearly two years



Lt. Col. C.J. Okombo, Tanzania People's Defence Force (TPDF), and other TPDF representatives salute during the opening of Eastern Accord, a U.S. Army Africa exercise designed to help U.S. and East African participants improve their capability to respond to regional security threats.

before execution, with the exercise location identified as Kenya.

In January 2012, for various reasons, EAC participation in EA12 became unfeasible. The AFRICOM and USARAF staffs worked with the country teams in the region to develop an alternative exercise, and in March 2012, the Tanzania People's Defence Force (TPDF) agreed to host EA12 in the form of a TTX led off by a period of academics. USARAF worked with the TPDF to confirm that the original exercise objectives were still valid. With the shift to a fixed-facility-based TTX, the fourth of the objectives was no longer applicable, but the TPDF agreed to maintain the others.

USARAF then worked with the country team and the TPDF via an iterative planning process to select the other participant countries and to develop the content of the exercise. It was important to USARAF that the exercise include strong regional participation, as the exercise objectives indicate. From USARAF's perspective, this regional participation would ideally involve all of the member countries of the EAC and other East African partners. As the southernmost member of the EAC and also a member of the Southern African Development Community, Tanzania preferred to extend the invitation to selected countries to the south as well. In the end, the exercise included participants from the United States, Tanzania, Zambia, Burundi, Rwanda, Uganda, South Sudan and Djibouti. This variety of participants resulted in wide-ranging points of view on VEOs and the role of regional cooperation to counter them. The TPDF extended formal invitations to other partner nations, and the Tanzanian delegation was led by a general officer, thus encouraging participating countries to follow the precedent.

The partners agreed upon an academic portion focusing on different aspects of VEOs and a whole-of-society approach to countering them. USARAF contacted the U.S. Army War College (AWC) and the Office of the Under Secretary of Defense for Intelligence for assistance in identifying appropriate speakers. The resulting mix of speakers included an AWC professor, retired American and Israeli general officers, a Kenyan researcher and policy advisor of the Intergovernmental Authority on Development (IGAD) Security Sector Program, American and British law-enforcement officials, an Israeli academic, and U.S. Navy and U.S. Marine Corps officers specializing in social media and police-military cooperation. In addition, each delegation would present a briefing on its country's experience in countering VEOs.

USARAF and the TPDF also agreed to use the diplomatic-information-military-economic (DIME) construct to structure the two-day TTX, with half a day dedicated to each of the four aspects as they related to the scenario.

USARAF and the TPDF selected a region within northwest Tanzania that would not provoke unproductive sensitivities on the part of the various participant countries as the setting for a scenario involving a nascent VEO. In a part of the world plagued by numerous internal and cross-border armed conflicts over the past two decades, the selection of such a region and the building of the scenario were neither simple nor of negligible importance. The 110th MEB, which maintained its command and control role for the exercise despite the shift from an FTX to a TTX, developed a multifaceted story line that would evoke discussion among participants about the nature of the VEO in the scenario and various tools with which to counter it. The small-group discussion in the TTX, therefore, would focus primarily on the analysis of the situation and development of courses of action to deal with it.

Challenges and Opportunities

As with any activity, EA12 presented the organizers with various challenges. As one Tanzanian participant succinctly stated, the participants' and organizers' goal was to "transform the challenges into opportunities." The first such challenge was the short planning cycle for the exercise. The joint exercise life cycle (JELC) typically includes up to four planning conferences spread over 12 months' time. The cancellation of the FTX and shift to a TTX outside the framework of the EAC condensed the JELC to five months, with only one planning conference possible. This con-

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lensed timeline meant that the TTX would have to be de-veloped in-house or by the participating units. The 110th MEB seized this training opportunity and quickly put to-gether a structure and scenario that required only minimal refinement from USARAF, the country team and the TPDF.

As previously stated, the accomplishment of METL train-ng objectives for the U.S. training unit is an important aspect of exercise design and execution, and the 110th MEB was able to work the Mission Command task from the unit's METL during the planning and execution of the exercise. The unit's heavy involvement in the development of the struc-ure and scenario of the TTX also provided an excellent offi-er professional development opportunity for the brigade, particularly given the unit's METL task of providing support in response to disaster or terrorist attack. None of the unit's staff officers had spent considerable time in Africa, so they all gained awareness of a region of growing strategic impor-tance and increased U.S. military activity. In addition, many of the brigade staff officers had not yet completed intermedi-ate-level education and therefore had not been exposed to many of the political-military topics covered in both the aca-demic and TTX portions of the exercise. Thus despite the change from an FTX to a TTX and the shift of exercise loca-tion from Kenya to Tanzania, the 110th MEB was able to gain valuable training during the lead-up and execution to EA12.

A second challenge came with the widely varied ap-proaches to countering VEOs. To begin with, the participant countries had different histories with regard to extremism. While one country had experienced (and still must deal with) ethnic violent extremism, others have faced religious violent extremist groups (both Christian and Muslim), and some have suffered from the actions of state-sponsored, reli-giously affiliated VEOs. Although the uniqueness of every nation present initially posed difficulties in framing the problem, it also forced the participants to focus on common threads that run through most or all VEOs. The differing points of view extended to appropriate government re-sponses as well. In particular, the issue of censorship brought considerable disagreement. While some delegations felt that censorship of the media—to the point of shutting down un-favorable broadcasters—was not only appropriate but nec-essary, others assessed that such an approach would be counterproductive at best. It is unlikely that one group con-vinced the other of the correctness of its point of view, but the debate allowed the regional partners to see what chal-lenges may come up in the case of a coalition effort.

The third challenge the exercise organizers faced was closely related to the second. Because of the diverse nature of the political and security situations in the participant coun-tries, some officers capitalized on any speaking opportunity to publicize the challenges their countries were facing. Al-though the individual nations' information operations were sometimes quite strong, the experience was educational for both the United States and partner participants to hear the official party line from the different countries' representa-tives. At the same time, this activity served as an object les-son in strategic messaging. During discussions concerning the information element of the DIME construct, any partici-pant should have been able to realize that he was likely the target of other delegations' strategic communications efforts during the exercise. These communications schemes also brought out various topics that U.S. military participants would have considered taboo in such a setting (for example, the negative effects of Islamic proselytizing, the autocratic nature of some regional governments, or the application of quotas to military recruiting); the surfacing of these issues by the African participants, however, often sparked lively but professional debates among the African officers.

The fourth challenge to emerge was associated with the lack of knowledge or understanding of the region by several of the non-African speakers. During the presentations, some speakers were simply unable to effectively connect their top-



LTC Marty Clay, 110th Maneuver Enhancement Brigade, Missouri Army National Guard, opens discussion for the table top exercise during Eastern Accord. The brigade had developed a story-line that inspired discussion about the nature of a violent extremist organization and what tools might be used to counter it.



Representative officers from the Missouri Army National Guard's 110th Maneuver Enhancement Brigade, U.S. Army Africa, and defense forces of Sudan, Rwanda, Burundi and Djibouti attend a breakout session during Eastern Accord 2012.

ics to the East African environment because of their lack of African experience. Nevertheless, some astute African participants were able to make connections between the information presented and the issue of countering VEOs within the region. As a result, these African officers brought up inventive ways in which seemingly unrelated data points or techniques related to their own culture and possible government programs. This showed the analytical qualities of many of the participants.

The overall situational awareness and general cultural knowledge of the African officers enabled most participants to quickly grasp the DIME construct and its value as a tool for considering how to approach a problem set, but this led to the final challenge. As the participants approached the large scope of the scenario and brought up salient points such as the status of the development of an economic common market in East Africa, the role of the East African Development Bank in fostering economic growth, and the potential benefits of political discussions within forums such as the EAC, IGAD and the International Conference on the Great Lakes Region, it was clear they grasped the role of nonmilitary tools in tackling security issues. The participants, however, were not the people who would end up putting such measures into effect, as such responsibilities remained with the diplomats, politicians and civil servants of their respective countries.

Applying Lessons Learned

Several officers who had participated in Exercise Natural Fire 2011 and EA12 remarked that the organizers and participants had made considerable progress from one exercise to the next, as evidenced by the depth and breadth of the discussions. Looking back at the objectives for the exercise, we see that the command achieved success in the first two: partnership and interoperability. The question of whether this exercise increased East African nations' capabilities to counter violent extremism, however, remains open. USARAF can continue to encourage and facilitate the desired areas of focus and, at the same time, measure progress with follow-on engagements. For example, the majority of the conference participants showed considerable interest in the use of information operations and social media to counter VEOs, and several delegations expressed interest in knowing more about police-military cooperation. Targeted military-to-military engagements can give these armies increased exposure to techniques and help our partner nations incorporate best practices that the U.S. military has gained over the last several years.

As funding for training foreign military forces will likely remain very limited in the coming years, JCS exercises will remain one of USARAF's best tools for building partner capacity in Africa. As USARAF looks at future exercises in East Africa, we will consider another TTX as a stand-alone exercise or as part of a larger FTX, incorporating the lessons learned from EA12. The TTX format provides a relatively low-cost alternative to a costly FTX, while still allowing USARAF to target the objective of interregional cooperation and interoperability. With the majority of the participants being senior field-grade officers, it is not unrealistic to expect that they will work with each other again, whether in the framework of one of the East African regional organizations (such as the EAC) or in a United Nations or African Union peacekeeping mission. An FTX arguably targets this cooperation and interoperability less effectively, as the chances of a single participating platoon from one country encountering its exercise partner platoon from another country in a future operation are quite slim.

The format of academics followed by a scenario-driven TTX worked well and should be maintained, employing academics and practitioners from within the region, thereby ensuring they have awareness of the specificities of the region and are capable of immediately connecting to the African exercise participants. USARAF will also work with the partner host nation to invite participants from ministries other than ministries of defense, as well as to select members of the staff from the appropriate regional grouping, such as EAC or IGAD.

Most importantly, the exercise organizers will sustain their greatest success from EA12: maintaining the focus on the exercise objectives despite changing conditions. Despite the shift in locations and in the size and scope of the exercise, the interaction between the participants clearly advanced U.S. government efforts to establish a common understanding of the threats in the region and approaches to counter them, while also facilitating interoperability via key leader interaction. ★



PFC Matthew Zajac, US Army, 2nd Infantry Division, Fort Carson, Colorado and his father, Mike, photographed at a Fisher House in San Antonio, Texas.

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Powering the Force

By COL Brian P. Cummings



U.S. Army

Tactical power generators continue to be one of the largest consumers of fuel for U.S. forces in Afghanistan. The austere and remote nature of many combat outposts (COPs) and forward operating bases (FOBs) in Afghanistan increases the demand for tactical electric power. The majority of these outposts are not connected to the host nation power grid, driving commanders to rely on tactical generators to produce 100 percent of unit battlefield power requirements. In fact, most outposts are so remote that all logistics resupply (fuel, water, food) is conducted by aerial operations.

The Tactical Challenge

Today's warfighter faces two major challenges to provide uninterrupted access to safe and reliable battlefield power. First, COPs and FOBs in Afghanistan are designed to support a company-sized element and are powered by equipment that is not organic at the company level. Tactical companies and platoons are not authorized or equipped, in accordance with their modified table of organizational equipment (MTOE), with the generators required to support the enduring nature of COP or FOB operations. Moreover, generator mechanics are not authorized or available to staff each outpost, and equipment expertise at the company level is limited to operator-level maintenance.

The second challenge is keeping pace with demands on energy security. According to Katherine Hammack, Assistant Secretary of the Army for Installations, Energy and Environment, "Energy security is defined as having assured access to reliable supplies of energy as well as the ability to protect and deliver sufficient energy to meet mission essential requirements." The mission essential demands on battlefield electric power on a standard outpost include individual soldier power (battery charging), communications (tactical radios), force protection systems (radars, sensors), refrigeration and environmental controls. Advances in technologies are also increasing energy demands on the battlefield. Innovations in networking, communications and force protection systems constantly contribute to the energy needs of the warfighter.

In more than 10 years of combat operations, commanders in Afghanistan have responded to this nonstandard problem with a nonstandard solution. Numerous reliefs in place and transfers of authority have resulted in the accumulation of military stand-alone/spot power generators as well as used contingency funds to purchase myriad commercial off-the-shelf energy systems. With no programmed maintenance support or repair parts, most of these systems serve until they break. This nonstandard solution has proven to be fuel- and cost-inefficient and does little to return operational capability back to the fight and away from resupply operations.

In December 2011, Gen. John R. Allen, Commander, International Security Assistance Force-Afghanistan, issued the following challenge to his subordinate commands: "A military force that reduces its fuel consumption becomes more agile and insulates itself from logistics-related disruptions."

Battlefield Power in Afghanistan

The Operational Solution

In summer 2012, the Army's Project Manager, Mobile Electric Power (PM MEP) began fielding the fuel-saving generators, known as Advanced Medium Mobile Power Systems (AMMPS), the Power Distribution Illumination System Electrical, and the Improved Environmental Control Unit to the 173rd Airborne Brigade Combat team (ABCT) in Afghanistan. PM MEP's total-package fielding approach provided material and nonmaterial solutions that increased warfighters' self-sufficiency by decreasing the operational demand for fuel resupplies to remotely located COPs and FOBs.

PM MEP's fielding success started with the deployment of a 24-person operational energy (OE) assessment team led by the AMMPS product manager and a senior operational energy advisor to the 173rd ABCT commander. The team supports more than 3,500 soldiers in the 173rd ABCT's operational environment.



U.S. Army





U.S. Army / Amy Walker

Clockwise from opposite page: Soldiers of the 173rd Airborne Brigade Combat Team in Afghanistan began receiving new fuel-saving generators known as Advanced Medium Mobile Power Systems (AMMPS) last summer. The 5 kilowatt AMMPS is one of the next generation of tactical generators being deployed, a move expected to save 300,000 gallons of fuel each month. The Power Distribution Illumination System Electrical, shown here in mid-production, increases the efficiency of power on the battlefield. The Improved Environmental Control Unit provides more fuel-efficient temperature control.



AMMPS are being fielded as part of an energy "right-sizing" plan that includes a comprehensive assessment of current equipment on hand, the amount and type of power required, and the operational status of each power-generating system so that power distribution and power management are tailored for each location.

PM MEP's support to the 173rd also delivered a new approach to power management and power distribution as a model for the Department of Defense on how to right-size energy requirements for military operations. By right-sizing power, PM MEP provides the 173rd ABCT commander the agility to maximize operational capability by reducing the number of convoys, airdrops and warfighters supporting combat sustainment operations. The approach includes four phases: plan, train, assess and equip.

In the planning phase, PM MEP worked closely with the command in support of the Army's Net Zero Operational Energy program. In a collaborative effort PM MEP teamed up with the PM Soldier Warrior, the 249th Engineer Battalion and the U.S. Army Rapid Equipping Force to tailor a fielding plan to meet the 173rd's operational energy needs. The fielding plan included the formation of a team of energy subject-matter experts that deploys and falls in on the 173rd in theater.

Before deployment, soldiers from Europe's 173rd Airborne Brigade Combat Team received hands-on training from PM MEP to learn how to operate and maintain the new power generation and power management systems. The new equipment was then field tested as part of a mission rehearsal exercise, in preparation for deployment to Afghanistan.

Now in Afghanistan, the OE advisor and his fielding team are focused on looking beyond unit MTOEs to comprehensively assess on-site energy demands based on actual equipment on hand. The OE team's goal is to determine the energy production, consumption and distribution requirements for each COP and FOB designated to receive new equipment.

Lessons Learned

Feedback and data collected by the PM MEP operational energy assessment team in Afghanistan emphasized the need for reforms in Army energy behavior and culture, in addition to the fielding of more efficient power management and generation solutions:

- As the Army strives to provide the warfighter with uninterrupted access to battlefield power, energy providers must continue to offer agile energy solutions.
- In austere and remote environments, every outpost has unique challenges that require energy solutions tailored to match energy demands.
- As warfighters learn their roles as power managers, energy providers must collaborate closely in order to provide solutions that are agile yet enduring.

Doctrine and Policy

Training and Doctrine Command must work closely with material developers, industry and warfighters to review the doctrine and policies required to equip forces to conduct the enduring nature of combat outpost and forward-basing operations.

Data Collection

A critical step in optimizing power generation and distribution is establishing an OE baseline of "as-is" data for each site, from which configuration changes may be compared to determine levels of effectiveness.

This data baseline addresses energy production, consumption and distribution needs at each outpost/forward base by measuring the power demand (or "load") on each generator. The load data measurements are then used to generate a tailored computer model of energy needs for each COP/FOB. The resulting model is an optimized site configuration of power generation and distribution equipment designed to reduce fuel consumption and improve operational effectiveness through the use of militarized, tactical hardware.

* * *

Providing safe and reliable power while keeping pace with the ever-changing energy demands of the warfighter requires agile material and nonmaterial operational energy solutions. Operational energy assessments, doctrinal reviews and data collection work only when embraced by the supported command. PM MEP's ability to enhance mission effectiveness of the 173rd ABCT is directly linked to the command's willingness to work closely with PM MEP's forward-deployed team of subject-matter experts. ★

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CompanyCommand

Building Combat-Ready Teams

To: Company Commanders
From: Platoon Leaders

Professional Development That Platoon Leaders Value

The outcome goal of Army leader development is "competent and confident leaders capable of leading trained and ready units."—ADRP 6-22, *Army Leadership*.

No one expects lieutenants to learn everything at their basic officer leadership course (BOLC). We expect them to arrive at their units needing (and wanting) to be radical learners. In addition to on-the-job experience and constant feedback from their commander and NCOs, some lieutenants are getting more: They are benefiting from quality officer professional development (OPD).

To get a sense of lieutenants' experiences with and aspirations for professional-development programs in their units, we reached out through the Platoon Leader forum (http://pl.army.mil) to hear the perspectives of today's lieutenants. In this article, we report on two of the questions that we asked:

1. If you've experienced an especially good OPD session, tell us about it.
2. Fast-forward three years. You're a company commander, and there is white space on the calendar. What type of OPD program are you running?

If you've experienced an especially good OPD session, tell us about it.

We have a good program in our infantry battalion. About once a month, platoon sergeants and above come in to do some sort of discussion on tactics. Each starts with a PowerPoint presentation as a refresher on the subject and then concludes with a practical exercise in which we have to put our knowledge into practice. The platoon command team briefs the battalion commander and command sergeant major at the conclusion of each practical exercise. The battalion commander also has breakfast with the lieutenants once a month. Sometimes we have a reading assignment; other times, we just discuss things happening in the unit, the Army or the world.

★

To me, the best OPDs are those in which there's a real give-and-take and everyone's experiences are valued. Even the mentor gets mentored in this kind of OPD because there is always something to learn.

★

The best experience I've had so far has been with my current commander. She has an OPD session at least once a month, if not more often. She has given us all a reading assignment to help develop our leadership skills, and she mentors us every chance she gets. We have weekly officer PT [physical training] sessions, which she uses as another opportunity to work with us. She is approachable and outgoing and has been fantastic in every way.

★

I've experienced too many good OPD sessions to count. The best one so far, in my opinion, was over the battle of Wanat, Afghanistan. We were given a book, and we discussed the material over many LPD [leader professional development] sessions. We had a representative come down from Fort Leavenworth, Kan., who gave us a better understanding of the terrain so that we could analyze the decisions that were made on the ground.

What is a "radical learner"?

There is typically a significant gap between what new lieutenants know and what we need them to know. Closing that gap quickly requires an all-out commitment to learning that can be described as extreme or radical. When your responsibility is life-or-death, every moment counts. Be a radical learner!

★

The best I have been involved with was a book review of *Black Hearts: One Platoon's Descent into Madness in Iraq's Triangle of Death*. The focus was on how we can become better leaders by learning from the examples in the book.

★

My best OPD was conducted at the simulation center in preparation for our National Training Center [NTC] rotation. First, we talked about tactical tasks: screen, guard, movement to contact, etc. Then we did an on-screen simulation using NTC terrain, with a few variables that were tweaked, such as location of the enemy and speed of friendly forces. We finished with a discussion about what we learned.

★



Officers in the 192nd Infantry Brigade, Fort Benning, Ga., benefit from a robust officer professional development (OPD) program. Here they discuss leadership over lunch.

A few officers from my battalion would meet informally every once in a while on deployment at our forward operating base to discuss moral/ethical topics in a forum that was really enjoyable.

★

While we were deployed, OPDs were largely mission oriented. They included subjects such as engagement-area development, breaching an obstacle and medevac/casevac. Back in garrison, the OPDs have almost exclusively been dedicated to the command supply discipline program [CSDP].

★

The most pertinent OPD I have been in was about mission planning. Although this is something I thought I was proficient in, the OPD brought to light many deployment lessons about managing troops and operating with diminished numbers. That learning has proved vital in recent months as we are preparing to deploy under a force cap of 75 percent.

★

As members of the 101st Airborne Division (Air Assault), we do a lot of air assault mission training. Most of us never see the planning that goes into it; we just receive the operations order and execute it. My favorite OPD was one that went into detail about the planning model and all the different planning factors. It introduced us to the aviation members and their role in the process. It helped us recognize why we execute things the way we do and the importance o our specific actions while executing air assaults.

★

If I had to pick one, it would be a planning session we conducted for a simulated, no-notice airborne operation to forcibly insert onto an enemy drop zone and conduct follow-on operations. We went over every last tiny detail from corps to platoon level. It gave me a very good understanding of the process and gave me confidence in our ability to execute it the need arises.

★

The commander sat all three platoon leaders down and went over how to conduct operations orders and what he expects compared to what we learned at BOLC.

★

Just last month we conducted an OPD on the military decision-making process [MDMP]. We hit every step of the process in-depth, which enlightened me.



LTC Greg Harkins (Cdr., 4-23 IN) leads officer physical training (PT) at Joint Base Lewis-McChord, Wash. PT includes a five-mile run and a brisk morning lake swim to reinforce fitness and camaraderie.



While deployed to Afghanistan, LTC David Kramer (Cdr., 1-10 AVN) had his officers read the "CompanyCommand" article from the latest ARMY Magazine and then meet to discuss it.

★

My best OPD session happened after our Afghanistan deployment. We had just finished reset, and the change of command and platoon leader changes were done. Our new squadron commander took all of the officers on a two-day tour of the training facilities and ranges available to us.

★

My company commander describes our OPD program as "physical professional development for officers." I would describe it as "getting broken off at least once a week with collective suffering." I love it!

★

Watching the HBO miniseries "Band of Brothers" and talking about the leadership lessons with our battalion commander.

★

We recently did a ruck march and walked up to a scenic spot to look out on the lights of the base. On the way up, our current-ops captain stopped to read a piece on integrity and, on the way down, asked us about the character traits we appreciate and how we would change the Army. It was good for sparking discussion and building camaraderie. Good PT, too!

★

We took and discussed the Fundamental Interpersonal Relations Orientation tool and other personality tests. This told me a lot about who I am as a leader and how I can best use my personal characteristics with others.

★

The one that stands out for me was the OPD that my battalion commander, along with the XO and S-3, gave everyone in the battalion at our annual training. They explained how we need to map out our career from start to finish and be willing to move around or switch branches. I came away with a greater understanding of the promotion process and the unique factors in the National Guard.

★

Our battalion runs "PL University," in which the battalion commander, XO and S-3 run a seminar for the day about what it means to be a platoon leader, where the battalion is headed, our future careers as officers, etc.

★

My battalion commander pulled out his old OERs [Officer Evaluation Report] and support forms. He went through them line by line, explaining what was written and why. He had recommendations for how we should complete ours. Particular emphasis was put on using action verbs as well as the difference between strong and weak comments. The key takeaway was that a poorly written OER will make a quality officer look lackluster at best.

★

Command supply discipline program: We discussed conducting inventories and property management, along with organizational clothing and individual equipment and the responsibilities that go with that. This was great information to prep any lieutenant for property management.

★

After our deployment, my company commander solicited OPD ideas from the lieutenants and then tailored a class based on that. I found this really beneficial because the topics were of interest to us.

★

We have OPDs regarding the officer corps—topics like the new OER system and promotion boards—followed by beer call, which allows officers to get to know each other.

Fast-forward three years. You're a company commander, and there is white space on the calendar. What type of OPD program are you running?

My OPDs will be monthly at the least, geared towards subjects such as job positions, how to effectively brief different audiences and writing (official correspondence, essays, memorandums, OERs/NCOERs, awards, counseling).

★

I will start with a low-key get-together for each of us to get to know our fellow officers better. Then I will start down my list: composite risk management, operations order production, course of action development and analysis from MDMP, and finally, professional reading. In addition to general lead-



Leaders in 4/101 conducted a leader challenge workshop that featured a platoon leader's dilemma working with Afghan National Security Forces. OPDs can be highly engaging and relevant and can reinforce teamwork and a sense of professional identity.

ership books, I like topical reading for theater-specific deployments. Before Afghanistan, I had read a number of books about the people of Afghanistan, including several biographies. I think that knowing the Afghan people before getting there helped me greatly in my dealings with them.

★

My OPDs would always include open discussion about what is causing friction or confusion with my subordinates and soldiers.

★

I will definitely bring the platoon sergeants and lieutenants together and walk through a training cycle. I want them to understand all the different moving pieces that must come together for quality training to happen (for example, how and when to coordinate for land, ammunition food, transportation, etc.). I want my leaders to understand the need to plan in detail well before the actual event.

★

I believe you learn the most when you teach something; therefore, I would have my platoon leaders take ownership of key topics and give them the responsibility to teach us. I would also regularly use informal OPD sessions to pass on the knowledge I've gained.

★

I would make our missions (our work) the central feature of our OPD program. I would sit down with my subordinates before a mission or key training event and discuss it in-depth. Soon after the mission or event, I would do after action reviews to discuss how things went.

★

The two key elements of my OPD program will be: (1) developmental counseling focused on strengths and weaknesses and what they can do to get better and (2) professional reading focused on books about geopolitical hot spots, advanced scout skills and great cavalry officers in history.

★

I would really like to emulate the OPD program that my squadron runs: professional reading with a follow-up discussion and studying historic battles.

★

One crucial area that lieutenants don't know enough about is NCO development—how to write an effective

Four OPD Tools for Your Kit Bag

1. ***The Commander's Handbook for Unit Leader Development*** (The Center for Army Leadership) is available online and has good ideas about leader development, including OPDs. The Center for Army Leadership's resource page is: go.usa.gov/4qxx.

2. **The Pro-Reading Challenge (PRC).** At its essence, the PRC is to read and talk about a book with your team of leaders at least once a year. The CC forum (http://cc.army.mil) sponsors the PRC for company commanders, providing them five free copies of a book and creating an online space in the forum for them to talk about the book with their lieutenants. Read more about it here: http://go.usa.gov/ghu3 ("The Pro-Reading Challenge: One Achievable Step for Army Leader Development," ARMY Magazine, February 2011) and check out the Read2Lead forum (http://read2lead.army.mil), where company commanders can sign up.

3. **Leader Challenge.** A Leader Challenge begins with a real leader describing a tough challenge that he/she actually experienced and includes both an interactive online experience and a face-to-face session in which leaders gather in small groups to discuss the scenario. You can find the Leader Challenge video vignettes online at http://LC.army.mil, which is part of the Army professional forum network.

4. **Platoon Leader Forum.** Imagine if there were an online forum in which thousands of platoon leaders connected with each other to talk about building and leading combat-effective platoons. That's exactly what the PL forum is. In addition to having easy access to tools such as ready-made OPORD [operations order] formats, platoon leaders can ask and answer questions. In the process, they learn and become more effective leaders as well as gain a greater appreciation for the larger profession. Send your platoon leaders to http://PL.army.mil to connect in their professional forum.

COER, for example. I would have my first sergeant give
; perspective on NCOERs as well as on the platoon leader/
atoon sergeant relationship.

★

My OPD plan will include an initial focus on unit readi-
ss, followed by things like setting personal career and
ysical fitness goals. I want my lieutenants to be equipped
do the same for all their soldiers.

★

My OPDs would generally focus on planning and tactics,
t I would also ensure that I mix in OPDs on important ad-
inistrative topics as well.

★

I would run OPDs pertaining to additional duties that they
ll be assigned as lieutenants—for example, arms room,
pply, maintenance, training room, communications, NBC
uclear, biological and chemical], etc. These are the things
ey fail to teach at BOLC, yet sometimes you do more of
em than what they actually teach you at BOLC.

★

I don't know what the Army of 2015/16 will be like, but I
ave been blindsided by not knowing much about legal mat-
rs and investigations. I will teach my lieutenants how to
ccomplish these tasks without making fools of themselves
s I have.

★

My OPD focus will be on property accountability, roles of
ie XO, how to use a hand receipt, use of DA Form 200
ransmittal record), interaction with the supply NCO, officer
romotion timeline and career opportunities like post-com-
and fellowships.

★

If I were a company commander with white space, I would
rganize an OPD session about career opportunities. I feel
at this would help motivate and inspire officers in the com-
any to work towards future career goals. Then, regular
eetings discussing different topics would be a sufficient
PD program.

★

Up front, I will meet informally with my officers (over
eals, for example) to get to know them. I will follow that up
ith some shared experiences like ruck marches, officer PT,
nd outings (e.g., snowshoeing).

Six Most Popular OPD Topics

(Based on lieutenants' responses to question 2)

1. Administrative actions (counseling, awards, evaluations, Uniform Code of Military Justice).
2. Mission focused (MDMP, tactical tasks, after action reviews).
3. Officer career progression.
4. Logistics, CSDP, maintenance.
5. Training development, mission-essential task lists.
6. Professional reading and current-events discussions.

* * *

If you've read this article and are thinking—"My unit doesn't do OPDs like this!"—you are not alone. The Army's most recent Center for Army Leadership Annual Survey of Army Leadership (the CASAL) found that 14 percent of active component (AC) leaders never participate in formal leader development activities such as OPD, NCOPD and "sergeant's time," and 52 percent of leaders report they engage in these activities rarely or occasionally. Only 35 percent of AC leaders report that they participate in formal leader development activities frequently or very frequently. Further, these activities are viewed as having a small, very little or no impact on development by 47 percent of leaders, while 29 percent rate the positive impact on their development as moderate.

One of our sacred roles as company commanders is to train and develop our lieutenants. As we have seen in this article, OPDs are another tool that exceptional company commanders are using to do so. The practice of gathering with your lieutenants on a regular basis can be highly engaging and relevant and, in the process, can reinforce teamwork and a sense of professional identity.

One insight that emerged in the responses from lieutenants is that those who have not experienced quality OPDs find it difficult to think about how they will use them when they are company commanders in the future. On the other hand, lieutenants who experience quality OPDs have a vision for how they will use them. This insight underscores how important it is for us to develop our leaders; our example today equips them to develop their leaders tomorrow.

Company commanders: Please join us in the new-and-improved version of our online professional forum to continue the conversation: http://CC.army.mil.



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Soldier Armed

Military Combat Eye Protection

By Scott R. Gourley

Military combat eye protection (MCEP) eyewear was introduced arly during Operations Enduring reedom and Iraqi Freedom. Designed o protect warfighters' eyes from exter- al threats and hazards, today MCEP s viewed as an umbrella program eared toward eye protection and vi- ion correction.

MCEP emerged in 2004 through the ooperative efforts of multiple organi- zations, including the Army Medical Department (AMEDD), Office of the Army Surgeon General and Program Executive Office-Soldier. Initially dis- ributed through the Rapid Fielding initiative, MCEP spectacles and gog- gles are now issued during initial entry raining and may also be purchased through normal logistics channels. In addition, optical prescription inserts may be ordered at the home station op- tometry clinic and in theater.

AMEDD descriptions characterize MCEP program success as "phenome- nal," crediting MCEP use with signifi- cant reductions in eye injury-related evacuations from theater. The MCEP program approach emphasizes both choice and testing. Choice translates to a variety of available authorized pro- tective sizes and styles to meet mission needs while also improving soldier ac- ceptance and reducing the likelihood of eye injuries. Eyewear products must pass rigorous tests, with successful completion leading to acceptance on the Approved Protective Eyewear List (APEL). Eyewear not on the APEL is not authorized for wear during com- bat, training or when there is a risk of impact injury to the eyes.

"There were a lot of eye injuries," ex- plained Sean Carey, central regional sales manager for Revision Military, one of the providers of MCEP systems. "The Army started to look at what was out there in industry that could … pro- tect soldiers' eyes. They came up with a few different opportunities for pro- tection. By implementing the APEL program they reduced eye injuries … by half."

The APEL list is frequently updated and recently included spectacles and goggles from a variety of manufactur- ers, including Revision, Wiley X, Oakley, ESS (Eye Safety Systems), Smith Optics, Uvex and Arena (goggles).

"Soldiers first get our eyewear in ba- sic training," Carey continued. "They get issued Desert Locust [goggles] and Sawfly [spectacles] for their training because of … durability, scratch resis- tance and the design."

According to Ryan Wilkerson, gov- ernment sales program manager at Wi- ley X, the company currently has four systems on APEL, including Talon, PT- 1, and SG-1 and Spear goggles.

Wilkerson emphasized that the sys- tems provide additional ballistic pro- tection over standard eye-protective safety glasses, stopping bigger projec- tiles traveling at higher rates of speed.

"They're not bulletproof," he said, "but they will protect against fragmen- tation."

Revision's Carey also highlighted protection levels, calling Sawfly's spec- tacle design "the best eye protection on the planet … Everything on this frame and everything on this lens is designed that way for a reason," he said. "There is nothing on there that's superfluous. There is nothing on there because 'we thought it would look better that way.' We based our idea off four main tenets: superior ballistics, flawless optics, rugged durability and [being] 100 per- cent U.S. made. All four of those are very important."

In terms of ballistics, for example,



U.S. Army/SSG Mark Burrell

Wearing ballistic eye protection that helps reduce battlefield eye injuries, CPL Justin L. Gessert, 327th Infantry Regiment, scans the horizon from his fighting position on a remote hilltop in eastern Afghanistan's Nuristan Province.



Tinted lenses afford protection from the glare as 1LT John Dundee and his soldiers return from patrol to their Combat Outpost Najil in Afghanistan's Laghman Province.

Carey credited the lenses with the ability to "stop a 12-gauge [shotgun] with #6 shot at 16 feet … Our goggles will stop a .22-caliber round at 900 feet per second. They are 24 and 32 percent higher than military specifications for their classes."

He also explained that the product has evolved over a decade of user feedback. "As we got soldier feedback, one of the things we saw was that there is very little 'real estate' around soldiers' eyes and ears, but there are a lot of things going on up there," he said. "You have communication devices [comms], hearing protection, helmet straps, eye protection and a few other things if you have a Land Warrior system.

"Along the way we had feedback from our end users on places like our Facebook wall, saying, 'Your arms are kind of thick.' So we went back to the drawing board and redesigned the arms. We now have thin arms on the side for comms and helmet compatibility. They're more comfortable, without being so thin that they slice down on the top of the ears. … They also wrap around the back of the head instead of behind the ears, because now when you're wearing comms and a helmet you can slide them straight on and off. We introduced recessed temples in front of the eyewear because if you had a straight arm, your helmet strap would push in and give you hot spots on your temples. With that recessed temple, it's now close enough to your skin that it's comfortable when that helmet strap is fastened. There's also an apex on the front of the frame. It was designed that way because when you are wearing gloves, it is easier to grasp the frame to change out lenses twice a day from clear to smoke and from smoke to clear."

The need to change lenses twice a day may become a thing of the past under a future effort known as soldier protection system (SPS). A new program from the Army's product manager for soldier protective equipment, SPS will consist of multiple protective subsystems, including eye protection.

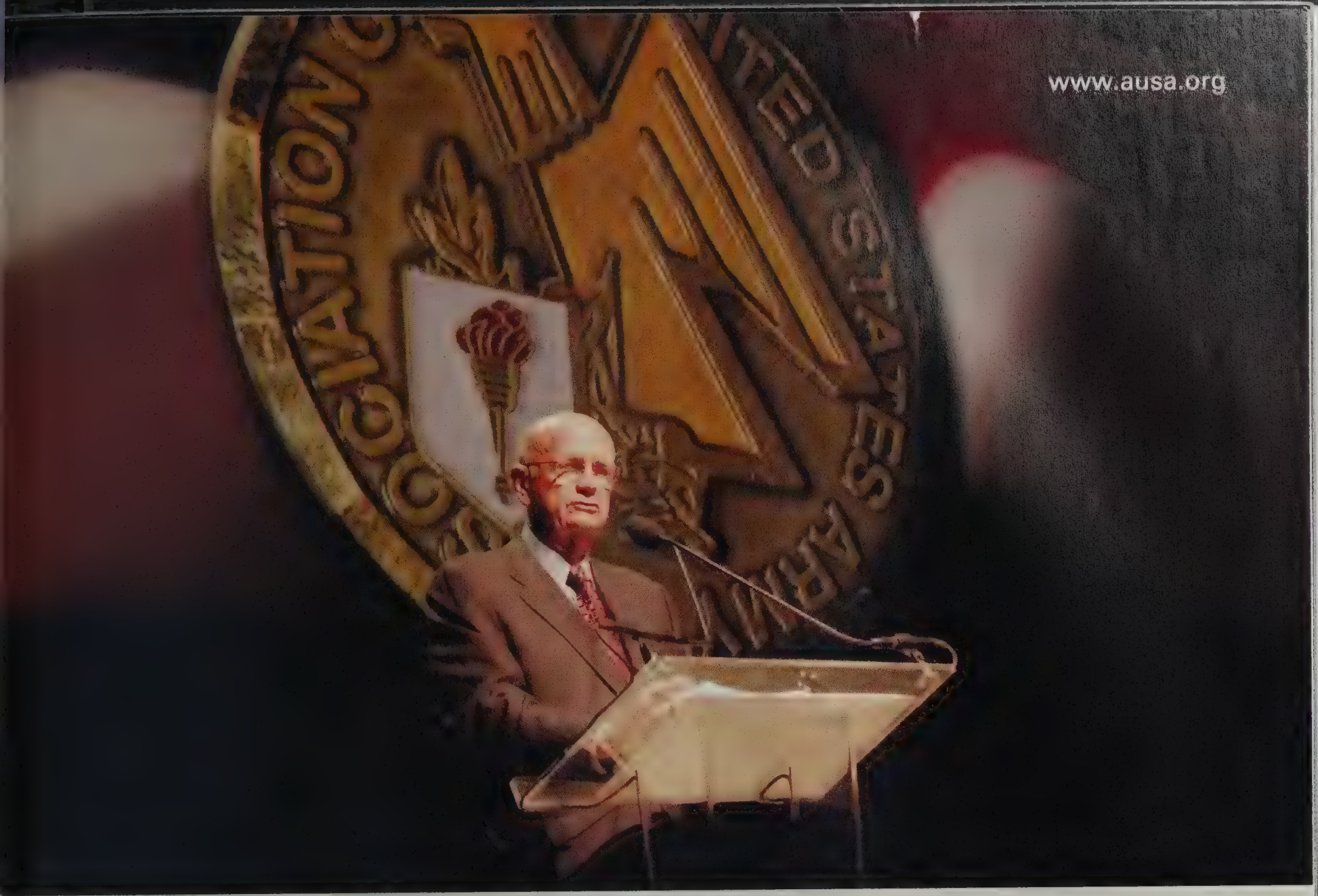
Threshold (T) and objective (O) requirements for the next generation of spectacles and goggles include 10 percent (T) and 15 percent (O) increases for spectacles and 5 percent (T) and 10 percent (O) for goggles. Most significantly, the next-generation systems anticipate variable transmission lenses with transition from 18 to 68 percent (T) and 18 to 89 percent (O) in less than one second.

Several contractors are believed to be refining their variable transmission designs following a request for information and sources released in fall 2012.

According to Wiley X's Wilkerson, a less-than-one-second goal for variable transmission photochromic technologies on protective lenses represents an interesting challenge.

"We're working on some new technologies," he said. "It's new technology; new to the industry, and our research and development people are working on it feverishly."

For additional information, visit https://peosoldier.army.mil/equipment/eyewear. ★



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Streit USA Armoring

Corporate Structure—Founded 2007. President: Eric Carlson. Headquarters: 8449 Palmetto Commerce Parkway, North Charleston, SC 29456. Telephone: (843) 797-2856. Website: www.armored-cars.com.

Streit USA Armoring, established in July 2007 by Eric Carlson and a business partner, is a leading U.S. manufacturer of armored vehicles for military, law enforcement and commercial customers. Strategically located in North Charleston, S.C., the manufacturing facility and sales center are dedicated to the design, manufacture and distribution of armored vehicles for use in the United States and around the world.

Streit USA Armoring selected South Carolina as the location for its U.S. operations because of the area's manufacturing infrastructure, skilled workforce and proximity to the world-class shipping port of Charleston. The original production facility is 31,500 square feet, where armored vehicles are produced in an assembly-line process, allowing the company to manufacture standard and special vehicles at a rate of 20 per month during normal eight-hour/five-day production shifts.



Construction of a new, 75,000-square-foot facility was completed in August 2012. This new facility increases production capabilities from two production lines to seven, which allows production of up to 70 vehicles a month. As part of the new strategy, Streit USA Armoring has invested in new design/engineering/manufacturing capabilities complete with advanced computer numerical control (CNC) equipment, such as the Trumpf laser cutter, CNC press brake, heavy-duty overhead cranes, plasma cutter and 3-D scanners.

Streit USA builds vehicles to industry-leading standards and is a showcase of production efficiency, implementing Lean Manufacturing/Six Sigma principles to produce its ballistic and blast-resistant vehicles. Quality is built into every step as vehicles pass from operation to operation until completed. Focusing on the quick and uninterrupted flow of products and materials enables Streit USA Armoring to provide the right product at the right time at a competitive price—even for custom armoring needs. In addition, like all first-class armored vehicles, Streit USA Armoring vehicles fully resemble the street versions of the original equipment manufacturer's vehicle—down to the minute details of the decorative trim. The manufacturing plant is also home to leading-edge support capabilities for machining, testing, quality control and customer service.

Streit USA Armoring is a very innovative and quality-conscious armored-vehicle manufacturer. Whether a customer's requirements are for commercial personal-protection vehicles, heavy-duty armored personnel carriers, low-profile troop transport vehicles or law enforcement SWAT vehicles, the company is able to offer vehicles that meet customers' expectations. The company's pricing, quality standards, delivery times and client service have already made Streit the primary supplier to some of the most demanding clients and government agencies.

Engineering Analysis

Streit USA engineers use only proven methods and technologies to design and manufacture world-class armored vehicles. In addition to using 3-D computer-aided design modeling and finite element analysis on individual components and system assemblies, they research, develop and design ballistic armoring to best defeat threats by using Streit's four basic survivability principles: absorb, avoid, deflect and feedback intelligence. Fabrications of custom-fit ballistic panels are precision-cut in-house by the company's Trumpf Laser and CNC brake machines. Overlapping, spacing and joint minimization design further increase survivability. Upgraded heavy-duty suspensions, braking and OEM reinforcements are made based on Streit's engineering calculations and survivability principles. Vehicle mission, payload, destination, transportation and theater use are also defined within the engineering process.

SWAT Vehicle

The latest addition to the Streit inventory is a specially designed armored SWAT vehicle capable of carrying 12 fully equipped SWAT team members. Manufactured exclusively by Streit USA Armoring, this vehicle provides a new approach to SWAT operations. Working with the Charleston, S.C., Police Department SWAT team, the company designed and manufactured a Sprinter cargo van to National Institute of Justice III/Comité Européen de Normalisation B6 international ballistic armor standards.

Physical and Informational Security

Streit USA Armoring's physical facilities security consists of a fenced compound with high-visibility lighting completely surrounding the buildings and internal parking (secured) areas. Selective locations throughout the compound are under constant video monitoring that can be viewed live as well as backed up for future viewing. The main building is armed with an intrusion alarm monitored 24/7.

Information determined to be sensitive, or any other document that requires security, is maintained in locked safes with limited access by management and appropriate personnel. Computer systems are secure; with password access granted only to authorized personnel. All systems are firewall-protected, and no employee is allowed to penetrate the firewall from off campus. Files are completely backed up and physically removed from the facility on a regular basis for added protection.

For additional information or help in designing vehicles for special needs applications, please contact Paul Welborn at (843) 566-9884 or paul.welborn@armored-cars.com.

Reviews

The Final 'Chapter' in an Iraq Trilogy

ıe Endgame: The Inside Story of the Struggle for Iraq, from George W. Bush to Barack Obama. *Michael R. Gordon and Bernard E. Trainor. Pantheon Books. 800 pages; charts; footnotes; index; maps; black-and-white photographs. Publisher's website: pantheon.knopfdoubleday.com.*

By COL Gregory Fontenot
U.S. Army retired

he Endgame: The Inside Story of the Struggle for Iraq, from George W. ısh to Barack Obama, is the third in a ries of well-written, well-researched ooks on America's involvement in aq by *New York Times* correspondent lichael R. Gordon and his one-time lleague, retired U.S. Marine Corps Lt. en. Bernard Trainor. Their third effort flects considerable growth in their exmination of decision making and oprations there.

The Generals' War, their first book, eemed calculated to provoke as much s to inform. *Cobra II*, their second ork, illuminated a second generation f ambitious generals making ill-conıdered decisions, goaded at every turn y a Defense Department dominated y "neo-cons." *Cobra II*'s insight into ecision making at the highest levels of overnment did not reflect great credit n the decision makers themselves.

Endgame is far more sober in its approach, and the story it tells is far more obering as well. As the best of the three ooks, it deserves careful reading. The ale it tells may well preface a sea change n the development of national strategy. pecifically, what Gordon and Trainor eport suggests that the old saw of partianship ending at the shoreline is accuate no longer—to the extent it was ever ccurate. Lamentations about the quality f leadership in the field aside, strategic sausage-making" from Bush and Obama will not inspire those who read bout the process. Obviously, policy is a political matter and always has been. What seems to have happened is that, in the absence of an existential threat such as that which the Soviet Union posed for 50 years, politicians no longer look past the next election cycle.

Endgame picks up the threads of the first two volumes with what amounts



to a flashback to Desert Crossing, a U.S. Central Command (CENTCOM) desktop exercise conducted in 1999 and supervised by Gen. Anthony C. Zinni, then-commander in chief of CENTCOM. Zinni designed Desert Crossing to examine courses of action the United States might take in the event of a sudden collapse of Saddam Hussein's Iraq. The participants included officials from the Central Intelligence Agency, the National Security Council, DoD and other agencies. One of the most important insights from the exercise was that little could be assumed about what would happen in the event that the United States did not intervene. Most importantly, the participants concluded that tribal and sectarian loyalties, coupled with the fact that Iraq had few legitimate institutions, would make coping with a post-Saddam Iraq inordinately difficult. Like a great many conclusions reached in American desktop war games, few of these insights survived the passage of time and the personnel turnover in CENTCOM and the other participating agencies.

Gordon and Trainor argue convincingly that it is not likely that former Secretary of Defense Donald H. Rumsfeld or his minions in DoD would have found any of the Desert Crossing findings compelling in any case. The theory in the White House, DoD and CENTCOM could be characterized as "build it and they will come"—rid the Iraqis of Saddam, and peace and harmony would ensue. Literally days after the fall of Baghdad, the planning in place for a post-Saddam Baghdad was overturned by the appointment of L. Paul Bremer to head the Coalition Provisional Authority. Bremer had no experience with Iraq or the Middle East, which assured he would be acceptable to the White House and the Pentagon since the denizens of those buildings viewed askance the opinions of the "old" Middle East hands. According to Gordon and Trainor, Bremer saw himself not as a facilitator of a rapid transition to Iraqi sovereignty, but rather a pro-consul as Douglas MacArthur had been in Japan.

Military leaders on the scene proved no more farsighted than the White House and the Pentagon. They, too, believed that occupation was the wrong answer and that rapid transition to the Iraqis would avert problems that would be created by the prolonged presence of U.S. troops. In some measure, this accounts for the unseemly haste with which the Third Army, marines and CENTCOM departed the area. LTG Ricardo Sanchez and his 1st Armored Division arrived too late for the fight, with Sanchez assuming command of V Corps, euphemisti-

cally called Joint Task Force 7 because Sanchez's corps was never staffed as a joint task force. Although Gordon and Trainor do not give Sanchez high marks, they are somewhat sympathetic as it seems clear that while he may not have been the best man for the job, he certainly never had the resources or clarity to execute the mission.

Decision makers at the very top, both in Iraq and in the United States, showed little understanding of the operational environment combined with conviction that could not be challenged either by evidence or argument. Perceptions colored by belief certainly affected the course of the war, but so did more mundane matters. Personal animus and poor communication skills played important roles in restricting the capacity of the decision makers to make the most effective choices. Perhaps most importantly—particularly during the last years in Iraq—is that politics rather than policy dictated the choices made.

Policy is often reactive rather than proactive because policymakers are better at responding to stimuli than they are at anticipating them. During the early years in Iraq, policymakers clung to their views until the stimuli became so sharp they had to react. GEN George W. Casey Jr., for example, loyally—some might say doggedly—stuck to the policy as articulated at the outset of his tenure: draw down and transition to the Iraqis. He came to see, however, that this approach was not working and began to alter the course of affairs to form an approach that has since attained nearly mythological stature. Gordon and Trainor note that the "surge" and GEN David H. Petraeus arrived more or less at the same time. (Apparently, GEN Petraeus did not invent counterinsurgency or the surge out of whole cloth.) In any case, the transition doesn't seem as dramatic now as it did then.

Gordon and Trainor do a good job of reviewing the "awakening" movement that began in the west of Iraq and ultimately, along with the surge, reduced the overall violence in Iraq and bought time to achieve stability. They are clear that the evidence does not suggest an answer to the question of how the awakening came about. Did the counterinsurgents stimulate it, or were they merely astute enough to take advantage of it? This is an important bit of integrity for those who preach that counterinsurgency is the most likely form of warfare the United States must be prepared to wage. If this assertion proves accurate, then policymakers must either confront the difficulties associated with waging counterinsurgencies—ranging from ambiguity to the length of time required to succeed—or seek to avoid becoming embroiled where counterinsurgency is required.

Gordon and Trainor make no pronouncements, but they are rightly uncertain as to the benefits of the decade-long effort in Iraq. That is perhaps the great strength of *Endgame*. Gordon and Trainor make their views known, but they are not intrusive. They do exhibit some odd quirks, however.

Their documentation, for example, is troubling. They clearly have taken pains to ask the right people the right questions, but their citations lead the reader nowhere. It will not take long for those who want to know the sources of this information to discover footnotes that read "notes of a participant" or some other reference that is no reference at all. In short, much of their work depends entirely on the reader believing that what they say is so, since many of their assertions cannot be tested. But Gordon and Trainor do not write history; they are journalists, and for now *Endgame* will have to do. It will be years before genuine historical understanding will be possible. The result is sure to be worth waiting for, as the story is compelling.

__COL Gregory Fontenot__, USA Ret., commanded a tank battalion in Operation Desert Storm and an armor brigade in Bosnia. A former director of the School of Advanced Military Studies, he is coauthor of On Point: The U.S. Army in Operation Iraqi Freedom *and is director of the University of Foreign Military and Cultural Studies.*

Under Jackson's Influence

Jackson's Sword: The Army Officer Corps on the American Frontier, 1810–1821. *Samuel J. Watson. University Press of Kansas. 512 pages; black-and-white photographs; maps; notes; index; selected bibliography; $39.95. Publisher's website: www.kansaspress.ku.edu.*

By COL Cole C. Kingseed
U.S. Army retired

In the first volume of what will be a monumental two-volume work that examines the U.S. Army's officer corps between the War of 1812 and the Mexican-American War, historian Samuel J. Watson examines how the officer corps played a pivotal role in stabilizing the fledgling republic, while gradually moving toward a more professional force under civilian control as envisioned by the Founding Fathers. Watson focuses on the years when Andrew Jackson led the Division of the South, a tumultuous period during which Jackson often defied civilian authority and led military expeditions against the Native American tribes and Spanish authorities in Florida.

An associate professor of history at the U.S. Military Academy and editor of *The International Library of Essays in Military History: Warfare in the USA, 1783–1861*, Watson brings considerable knowledge to the forefront in his analysis of the Army officer corps on the American frontier during 1810–1821. One third of *Jackson's Sword* consists of explanatory endnotes that amplify Watson's thematic analyses of civil-military relations, officer socialization, Army missions and the rudimentary efforts of the Army to develop a more professional officer corps. A detailed bibliography also enhances the text.

Watson views Andrew Jackson as a complex military leader who set an example of repeated insubordination against civilian authority. Not surpris

;ly, the officer corps during Jack-
n's early years remained as unstable
it had been since the end of the
nerican Revolution. Beginning in
e 1820s, however, "as the interna-
nal situation calmed, War of 1812
terans resigned their commissions
take advantage of the opportunities
ered by the territorial expansion
ey had advanced, and the [U.S.] Mil-
ry Academy gained a virtual mo-
poly on new officer commissions."

)erhaps the most intriguing chapter
involves Watson's analysis of the
portant military reformers of the
riod. Secretary of War John C. Cal-
un emerges as "the most significant
novator and reformer in the nine-
enth-century War Department and
rhaps in nineteenth-century Ameri-
n government as a whole." Calhoun,
ines Watson, espoused preparation
r future conventional war as the
egular Army's principal raison d'e-
e. Watson also credits West Point su-
erintendent Sylvanus Thayer as play-



Jackson's Sword

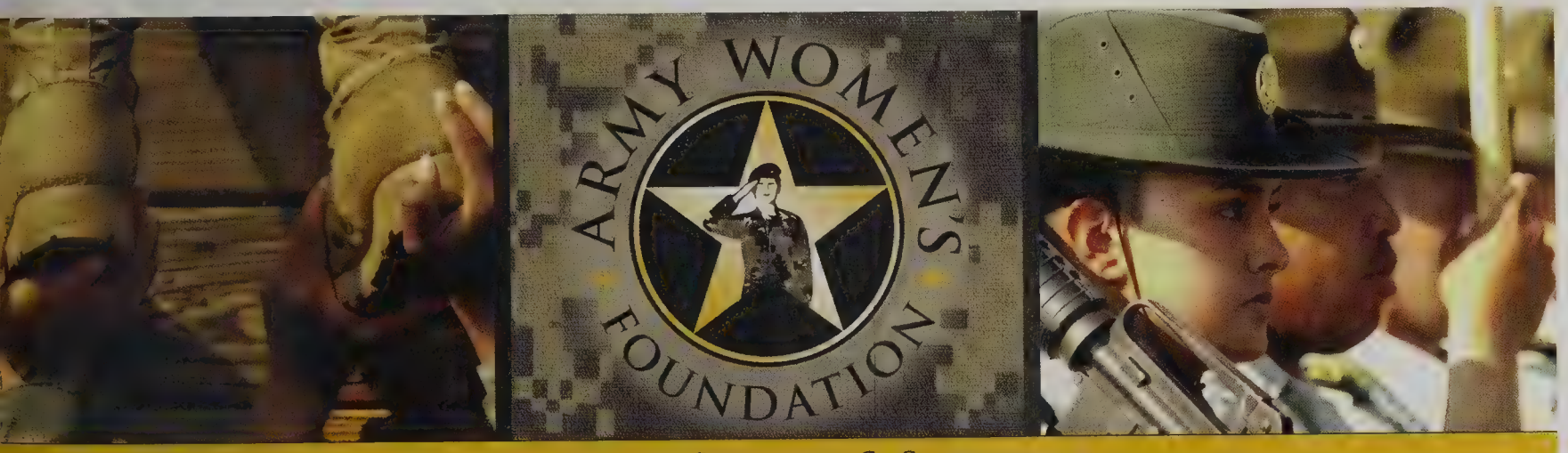
THE ARMY OFFICER CORPS
ON THE AMERICAN FRONTIER,
1810–1821

SAMUEL J. WATSON

ing a significant role in reforming the Army by inculcating mental discipline into an institution charged with developing "a corps of instructed administrative officers to serve as a nucleus upon which may be predicated any necessary force."

During President James Monroe's second term, Calhoun's union of military preparation and civilian nationalism was most evident in the War Department's personnel policies, which created a virtual monopoly on commissions for West Point graduates. During this period, "Calhoun made the postwar preference for West Point graduates a settled policy, admitting only a handful of aspirants to the officer corps who had not passed through the Military Academy." Subsequent presidential administrations, including those of John Q. Adams and Andrew Jackson, merely confirmed Calhoun's policies of officer appointment. Continuity, more than change, characterized the Army during this period. As a result, West Point neatly satisfied the Army's need for new officers through the 1820s until the creation of the Battalion of Mounted Rangers after the Black Hawk War in 1831.

To his credit, Watson challenges conventional historians who have traditionally viewed President Jackson as a



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political opponent of the Military Academy. Watson cites President Jackson's first annual message to Congress, in which Jackson praised West Point as "one of the safest means of national defense" that had "exercised the happiest influence upon the moral and intellectual character of our army."

Other than reinstating a number of dismissed cadets, Jackson had several options for democratizing the officer corps, most significantly by replacing resigning officers with men commissioned directly from civilian life. However, besides "appointing a few of their own constituents and relatives to the Military Academy and commissioning about a regiment and a half's worth of mounted ranger and dragoon officers directly from civilian life in 1832, 1833, and 1836," the Jacksonians did little to democratize the Army.

Watson asserts that the men whom the Jacksonians added to the officer corps remained more representative of the upper middle classes than the nation as a whole. Nor does Watson see evidence that Jackson substantially changed the sectional distribution of cadets and officers to benefit the largely Jacksonian states of the South and West.

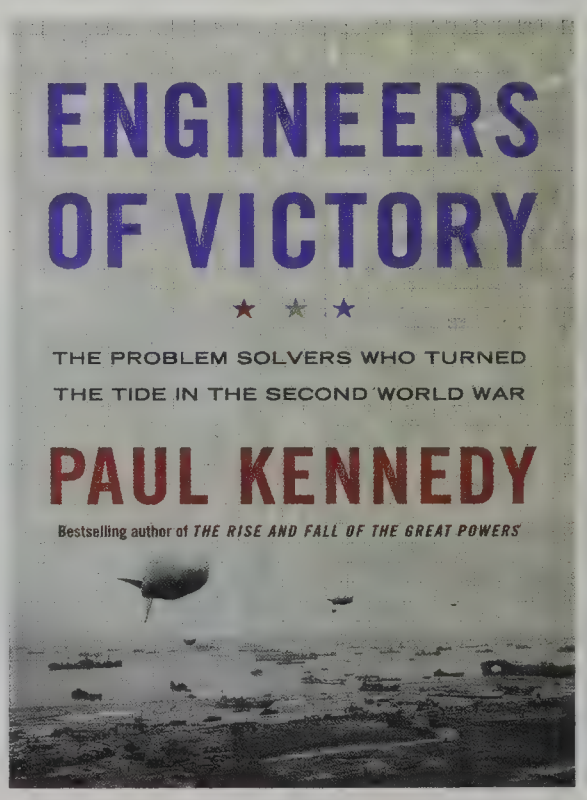
Jackson's Sword represents a valuable addition to the University Press of Kansas' Modern War Studies series. Readers will eagerly anticipate Watson's subsequent volume, which will begin by detailing the Army's mission along the western frontier after 1825. That volume will explain "the Army's significance in western territorial expansion, as well as the defeat and effective pacification and removal of the Indians [west of the Mississippi River]—ethnic cleansing that was accomplished with surprisingly limited loss of life among soldiers, white settlers and Indians alike."

COL Cole C. Kingseed, USA Ret., Ph.D., former professor of history at the U.S. Military Academy, is a writer and consultant

Resolving Challenges in Combined Arms Warfare

Engineers of Victory: The Problem Solvers Who Turned the Tide in the Second World War. *Paul Kennedy. Random House. 416 pages; maps; tables; index; notes; bibliography; $30.00. Publisher's website: www.atrandom.com.*

By James Jay Carafano



Paul Kennedy, Yale University scholar and acclaimed author of *The Rise and Fall of the Great Powers*, has written a sweeping analysis of World War II that covers every major combatant and theater of conflict. *Engineers of Victory: The Problem Solvers Who Turned the Tide in the Second World War* focuses on the major challenges in combined arms warfare that emerged and how they were resolved.

Engineers of Victory is not the book the title implies. One distinguishing feature of the war was how the practices of industrial management and engineering were applied to practicing the art of war. In particular, operational research—developing a scientific basis for military decision making—was an important innovation that affected everything from the assembly line to organizing the strategic bombing campaign. It is a fascinating and important story for understanding the evolution of modern war.

While Kennedy covers some of these topics briefly, that is not his core focus. Those interested should consult studies like Charles Shrader's *History of Operations Research in the United States Army, Volume One, 1942–1962*.

Kennedy focuses on the major challenges in applying combat power during the war and how they were addressed rather than describing those who solved the problems.

His survey includes all the great competitions of World War II-era campaigns. Chapters cover the Battle of the Atlantic; strategic air warfare; combined arms ground combat in Africa, Europe and the Russian front; amphibious warfare; and naval operations in the Pacific. A summary chapter consolidates all the lessons that can be learned from the engineers of victory. "In sum," Kennedy states, "the winning of great wars always requires superior organization, and that in turn requires people who can run those organizations, not in a blinkered way but most competently and in a fashion that will allow outsiders to feed fresh ideas into the pursuit of victory." He adds, "None of this can be done by chief alone. … There has to be a support system, a culture of encouragement, efficient feedback loops, a capacity to learn from setbacks, an ability to get things done." The key, he says, is to do all these better than the enemy. In short, *Engineers of Victory* concludes, "That is how wars are won."

Engineers of Victory is not a narrative history but a series of well-crafted and finely presented case studies that incorporate current historical research and deliver sober, well-reasoned judgments. A fine example of Kennedy's approach is the manner in which he deals with the issue of intelligence. Instead of treating the concept of gathering information on the enemy as a strategic "easy button" that solves problems—or shelving intelligence in a single chapter—Kennedy sprinkles the issue throughout the book. As a result he provides a truly cogent assessment of the role of strategic intelligence. The intelligence war, he rightly points ou

ould only produce mixed results, not iracles."

Engineers of Victory examines how the nited States, in particular, came to de-lop the skills needed to solve na-nal security problems. A common aracteristic of the five campaigns vered in the book is that they entail latively static, linear problems that elded fairly well to analysis devel-ped to deal with the challenges of in-ustrial-age problems. These methods analysis were not just what the nited States used to win World War II; ey came to dominate how the coun-y dealt with pressing national secu-ty issues for generations. It is an intel-ctual legacy that persists to this day.

The challenge for today's national security decision makers is that hat was good enough for the engi-eers of victory may not always be ood enough for them. Many of Amer-a's national security tasks will still mploy engineering solutions, but not ll. Some contemporary challenges are omplex and non-linear—often called "wicked problems"—and addressing them requires different intellectual tools.

A good example of what many in Washington just don't understand are the challenges presented by global climate change. From the Pentagon to Foggy Bottom, Washington is full of people who are convinced that their way of thinking is very modern, but their ideas are really throwbacks. Climate change is a wicked problem, but most of Washington's answers are grossly oversimplified Manhattan Project-style solutions like carbon tax and green fuels. The Manhattan Project was a great solution for the single task of building an atomic bomb, but complex problems have many variables that interconnect in ways that are often unpredictable. Myopic focus on linear solutions just doesn't work.

Engineers of Victory is an exceptional, enlightening and essential description of one way to solve tough problems. Of course, it is not the only way to approach keeping the nation safe, free and prosperous.

***James Jay Carafano**, Ph.D., is the Heritage Foundation's vice president, Foreign and Defense Policy Studies, and director of its Kathryn and Shelby Cullom Davis Institute for International Studies.*

Varied Fare

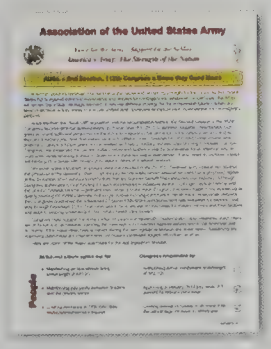
Living With Honor. *Salvatore A. Giunta and Joe Layden. Threshold Editions. 304 pages; black-and-white photographs; $26.00. Publisher's website: imprints.simonandschuster.biz/threshold.*

SSG Salvatore A. (Sal) Giunta was the first living person to receive the Medal of Honor, the highest honor presented by the U.S. military, since the conclusion of the Vietnam War.

In his memoir, *Living with Honor*, written with the help of Joe Layden, Sal Giunta gives us a feel for the everyday life of a soldier deployed to Afghanistan—the spartan living conditions, the stress, the loneliness, the hours of boredom punctuated by mo-

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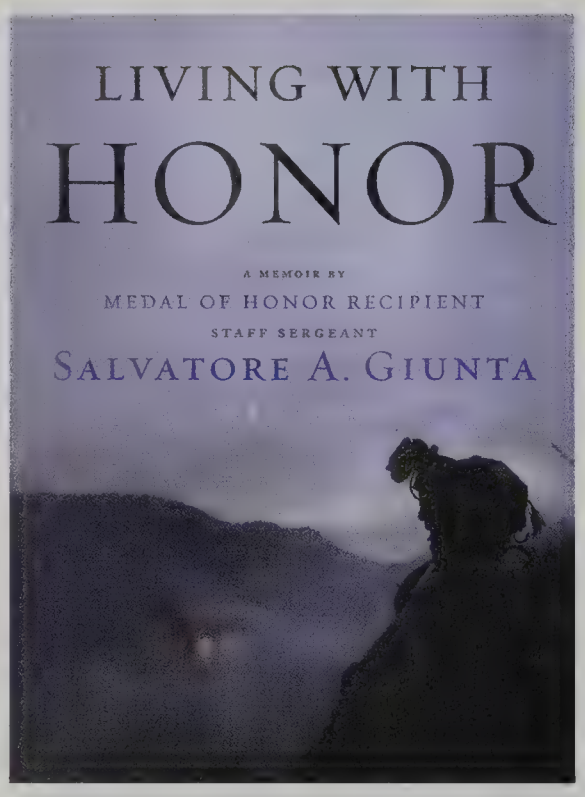
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[1] Available on AUSA website at www.ausa.org/ilw.
[2] Available ONLY on AUSA website at www.ausa.org/ilw.
[3] Lead story.
[4] Winner of the 2012 AUSA/Army Capabilities Integration Center (ARCIC) writing contest.



ments of sheer terror and the heartbreak of losing men in combat.

It all started in Dubuque, Iowa, when 17-year-old Giunta walked into the hometown Army recruiting center. He just wanted a free t-shirt, but by the time he walked out, he had volunteered for service in the U.S. Army. He was like many young men, trying to decide what to do with his life after graduating from high school.

Throughout his memoir, Giunta maintains that he is not a hero, that what he did and the way he did it was the typical act of a soldier and that any of the soldiers of his unit would have done the same.

That may be true, but it is also true that Giunta joined an Army at war, supporting a nation at war.

While he was eligible for virtually any job the Army has to offer, he chose to be an infantryman, the most difficult and dangerous job in the Army. He wanted to fight for his country.

On October 25, 2007, while conducting a patrol as a team leader in Korengal Valley, Afghanistan, Giunta and his team were ambushed by a well-armed and well-coordinated insurgent force.

Giunta's actions that day were described in his Medal of Honor citation as "conspicuous gallantry and intrepidity at the risk of his life above and beyond the call of duty." And that, without a shadow of doubt, makes him a true American hero.

On November 16, 2010, in a White House ceremony, with Giunta's friends and family by his side, the President of the United States clasped the Medal of Honor around his neck. At that moment, Giunta had every right to feel that he was special, but his thoughts were elsewhere.

"I know it's not for me alone. ... I look at my mom and dad. I look at Brennan's parents and I look at Mendoza's. And I try to communicate to Brennan and Mendoza wordlessly: This is for you ... and for everyone who has fought and died. For everyone who has made the ultimate sacrifice. I am not a hero. I'm just a soldier." That humility makes SSG Salvatore A. Giunta a living legend.

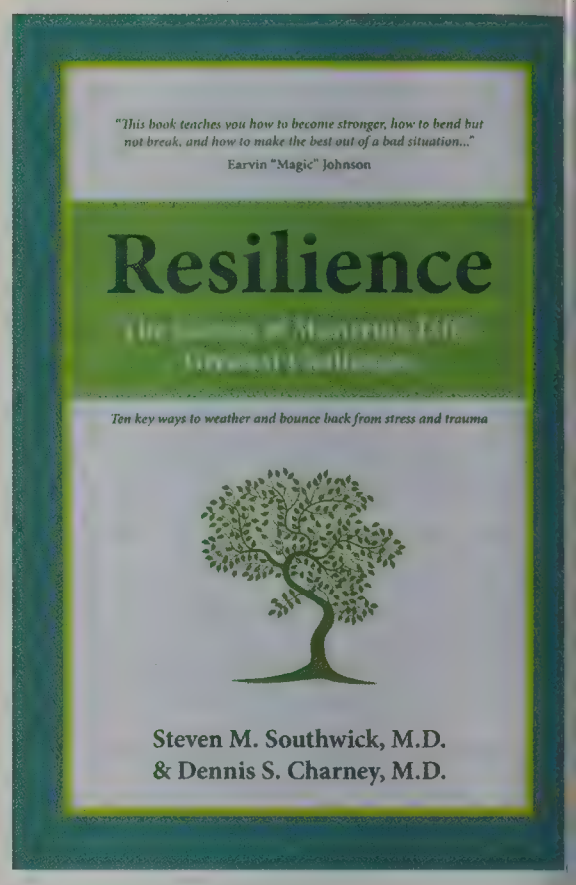
At some point as you read *Living with Honor* you may be tempted to ask, "Where do we get such men?" I do not know the answer. I am just grateful that we do have men such as SSG Giunta in America's Army, and lots of them.

—CSM Jimmie W. Spencer, USA Ret.

Resilience: The Science of Mastering Life's Greatest Challenges. *Steven M. Southwick and Dennis S. Charney. Cambridge University Press. 195 pages; appendix; bibliography; index; $22.99. Publisher's website: www.cambridge.org.*

Resilience is a characteristic that can determine if an individual is able to move forward with his or her life after surviving a traumatic event. In *Resilience: The Science of Mastering Life's Greatest Challenges*, psychiatry professors Steven M. Southwick (no relation to this reviewer) and Dennis S. Charney scientifically deconstruct personal resilience and offer practical recommendations for strengthening this quality. Their study is timely, given the rise of military suicides and increased awareness of veterans suffering from post-traumatic stress disorder.

Southwick and Charney conducted interviews with three groups of people who have demonstrated tremendous resilience: former Vietnam War POWs, Army Special Forces instructors, and civilians who survived traumatic events or live with serious challenges. Common themes in these interviews



allowed the authors to glean 10 "resilience factors" that assisted these men and women in coping with extreme trauma and stress.

These factors include maintaining an optimistic but pragmatic outlook; developing physical and mental fitness; seeking interpersonal connections; and upholding religious or spiritual beliefs and practices. The military participants in the study emphasized the importance of their extensive training to one's survival in a wide range of emergency situations.

The interviewees agreed that possessing or developing these resilience factors affected not only their experiences of the event and its aftermath (the POWs' imprisonment and torture, for example, or a young man's recovery process after stepping on a landmine) but also how they were able to carry on with their lives in a meaningful way after the event—often with an altered or renewed sense of purpose.

Southwick and Charney mix interview testimony with explanations of scientific processes. By effectively quantifying resilience, the authors are able to suggest lifestyle changes that will assist readers in developing each resilience factor. Their findings may help increase personal preparedness for trauma as well as provide assistance to those caring for trauma survivors.

—Catherine Southwick

Historically Speaking

James Hervey Simpson at 200

By BG John S. Brown
U.S. Army retired

March 9 marks the 200th birthday of BG James Hervey Simpson. Although his memory has been eclipsed by the battlefield successes of Civil War colleagues, he epitomizes a different kind of contribution of the U.S. Army to the welfare of our country. Simpson made his greatest contributions as an explorer and engineer. His achievements included mapping much of the American West, cataloging the untamed continent and coordinating mammoth engineering efforts necessary to tame it. As rightly proud as the Army is of its battlefield successes, it also can take pride in the contributions it has made through peaceful pursuits.

Simpson was born in New Brunswick, N.J., and graduated from the U.S. Military Academy at West Point, N.Y., in 1832. He was commissioned into the artillery and served in the second Seminole War in Florida. In 1838, he transferred into the newly organized Corps of Topographical Engineers. At the time, West Point was the premier engineering school in the country and generated much-needed talent in the young republic. The Corps of Topographical Engineers was without peer and without counterpart, assuming a broad range of missions across the country.

In his first 10 years of service with the Corps of Topographical Engineers, Simpson assisted in harbor construction on Lake Erie, supervised road construction in Florida, conducted hydrological and lake surveys in Ohio and Wisconsin, and managed the port of Erie itself.

Since railroads were in their infancy, canals—such as the recently opened Erie Canal—trumped them as a means of internal mass transportation. Simpson's prolonged service on Lake Erie, as well as his attention to water routes in Ohio and Wisconsin, reflected this primacy of water-borne transportation.



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COL James Hervey Simpson, who served with the Fourth New Jersey Volunteers during the Civil War, made his greatest contributions as an explorer and engineer.

In 1849, Simpson deployed west to survey the route from Fort Smith, Ark., to Santa Fe, N.M. He then served as the chief topographical engineer of New Mexico. In that capacity, he engaged artists to capture the frontier Southwest and the Navajo lands in paintings, drawings and maps. His *Journal of a Military Reconnaissance, from Santa Fé, New Mexico, to the Navajo Country* proved of great interest to the practical and the romantic alike. Myth and hearsay were replaced by fact and scientific observation. The Southwest moved ever closer in the national orbit. The official discoveries of Inscription Rock in Valencia County, N.M., and the Canyon de Chelly in Chinle, Ariz., both now national monuments, are attributed to Simpson.

From 1851 to 1856, Simpson oversaw the construction of roads in Minnesota and opened up a wilderness of forest and prairie to promote settlement. From 1856 to 1858 he conducted a coastal survey of Florida, in which he identified potential routes and harbors along that complicated coastline. In 1858, he returned to the West with the Utah Expedition of COL Albert Sidney Johnston to fight against Mormon settlers. Once this conflict was resolved, he continued on to explore a new route from Salt Lake City, Utah, to California. His so-called Central Route shaved several hundred miles from previous approaches to the West Coast. The Central Route soon became vital to the economy of California as traffic in mail, freight and passengers poured across it. The Pony Express followed its course, as did the first transcontinental telegraph line in 1861. The re-



Among his engineering responsibilities, Simpson oversaw the construction of the Transcontinental Railroad, the completion of which was celebrated by the Golden Spike Ceremony at Promontory, Utah, in May 1869.

cently organized Wells Fargo and Company parlayed successful exploitation of the route for express service into an important feature of its expanding commercial empire.

Simpson's early Civil War service as colonel of the 4th New Jersey Volunteers did not go well. He was captured in 1862 during the Peninsula Campaign. When released, he gave up his commission in the volunteers and returned to the Regular Army—and to engineering. He soon became the chief engineer of the Army of the Ohio and took charge of fortifications, among other engineering projects, throughout Kentucky. He also supervised other engineering operations throughout the rest of the theater. Simpson excelled in all of these endeavors and, by the end of the war, he was brevetted brigadier general.

Following the Civil War, Simpson served as the chief engineer of the Department of the Interior. His particular responsibilities included overseeing the activities of the Union Pacific Railroad and the construction of the Transcontinental Railroad. These mammoth enterprises sought nothing less than to tie the continent together from coast to coast with ribbons of steel. Construction entailed arduous work and recurrent dangers in difficult terrain and all types of weather. Irish immigrants and Chinese laborers provided a substantial component of the labor force. Civil War veterans from both sides were ubiquitous as well. Many of the engineers had learned their trade under the auspices of the U.S. Army. When the railroad was complete, passengers enjoyed an eight-day, $65 trip across the country instead of months of travel by ship around Cape Horn or wagon train. Further transcontinental rail lines followed, and the nation pulled itself together as a whole.

Simpson continued to design and engineer railroads roads, harbors and fortifications until his retirement i 1880. He died in St. Paul, Minn., in 1883. The Simpso Mountains in Utah and the Simpson Park Mountains i Nevada bear his name.

James Hervey Simpson was born into a nation of eigh million people largely clinging to the East Coast. He died i a nation of 55 million people, which was truly transconti nental in its proportions. National infrastructure more tha kept pace with this dramatic growth, bringing American together with expansive networks of railroads, roads, canal and harbors where mere trails—or nothing—had existed be fore. National wealth and national revenue exploded. En abled by adequate transportation, an industrial revolutio transformed the nation. James Hervey Simpson and his col leagues were crucial to this advance. The U.S. Army Corp of Engineers perpetuates their legacy. Soldiers serve thei countrymen with broad portfolios, answering where the are called. The U.S. Army has been instrumental not only i defending this country but also in building it. ★

***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. He has a doctorate in history from Indiana University. He is the author of* Kevlar Legions: The Transformation of the U.S. Army, 1989–2005.

Recommended Reading:

Coffman, Edward M., *The Old Army: A Portrait of the American Army in Peacetime, 1784–1898* (New York: Oxford University Press, 1988)

Goetzmann, William H., *Army Exploration in the American West 1803–1863* (Austin: Texas State Historical Association, 1991)

Petersen, Jesse G., *Route for the Overland Stage: James H. Simpson's 1859 Trail Across the Great Basin* (Salt Lake City: Utah State University Press, 2008)

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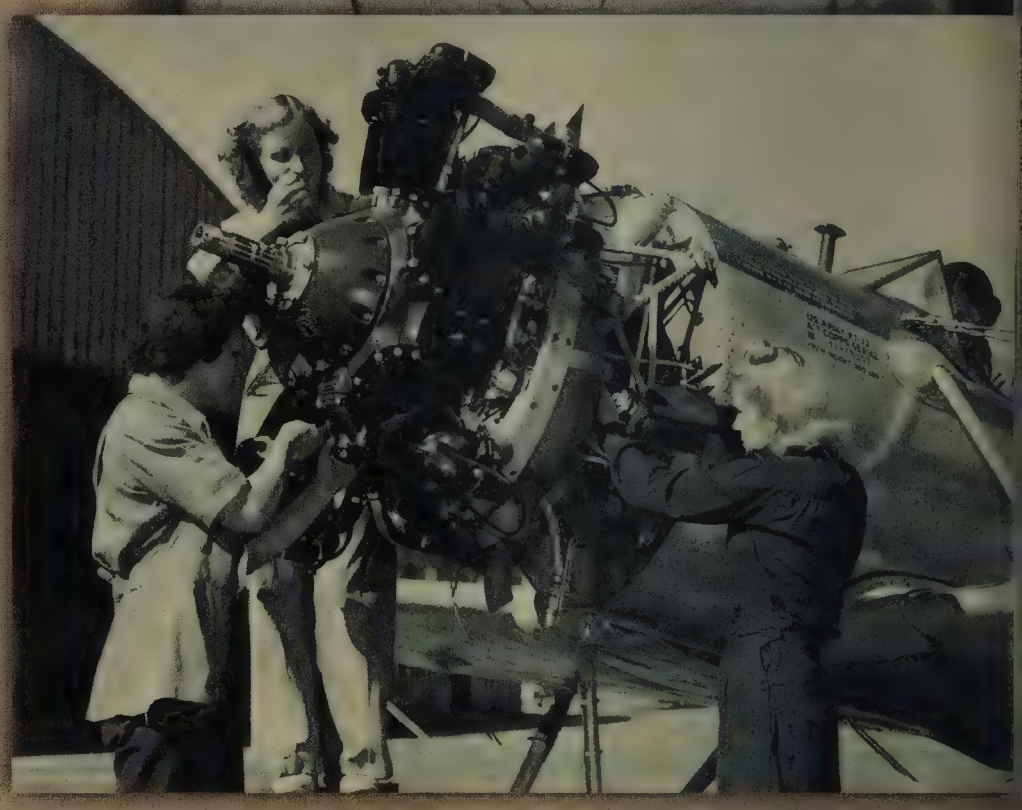


U.S. Army



Women in the Army—World War II

March is Women's History Month. *Clockwise from top left: Cadre members march Women's Army Auxiliary Corps (WAAC) recruits from the railway station to begin training at Fort Des Moines, Iowa, in 1942. The WAAC was established in 1942 as a wartime measure and was redesignated the Women's Army Corps (WAC) in 1943. LT Willa Beatrice Brown, relaxing in a base canteen at the age of 31, became the first African-American woman to be commissioned in the wartime U.S. Civil Air Patrol, training pilots for the U.S. Army Air Forces. Women mechanics work on an aircraft, circa 1940. In 1944, U.S. Army nurses from a field hospital pose with a Jeep in France. Three soldiers serving in the WAC are awarded Good Conduct Medals at Fort Hancock, N.J., in 1944.*

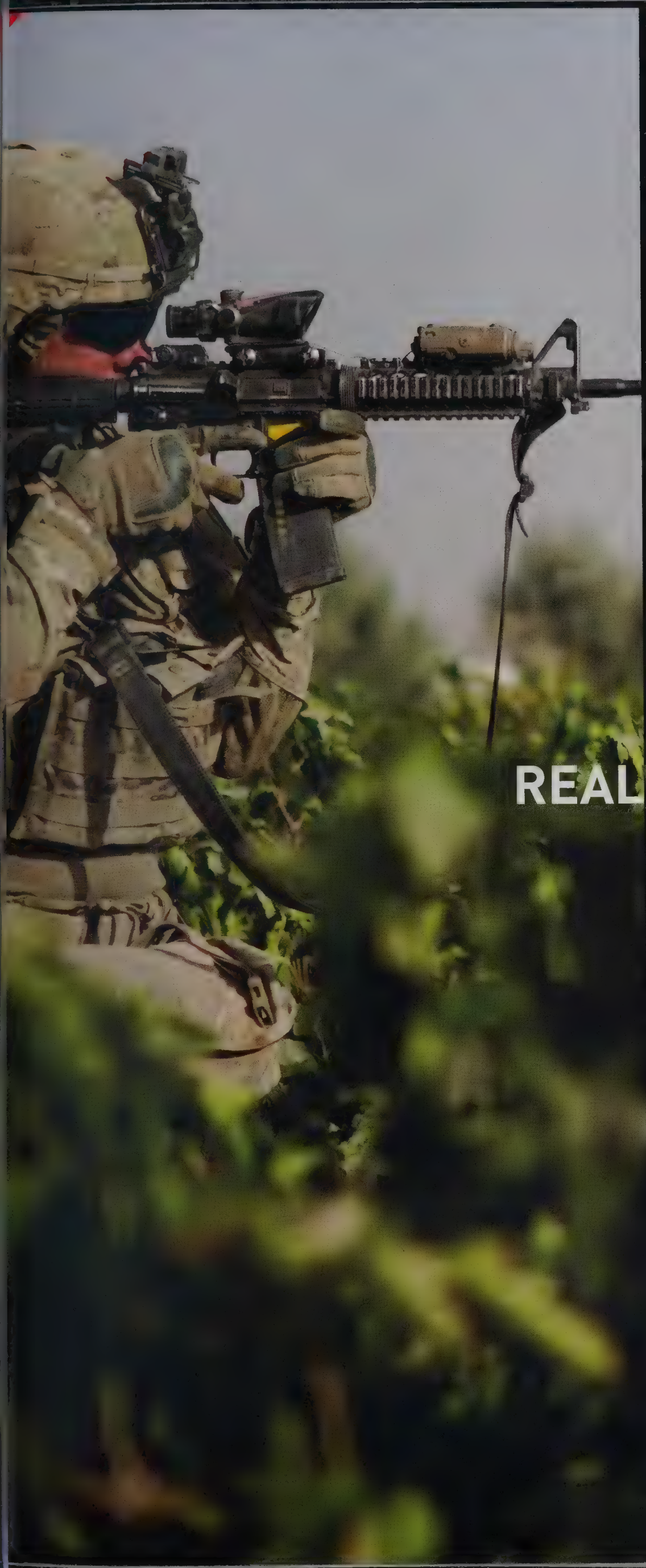




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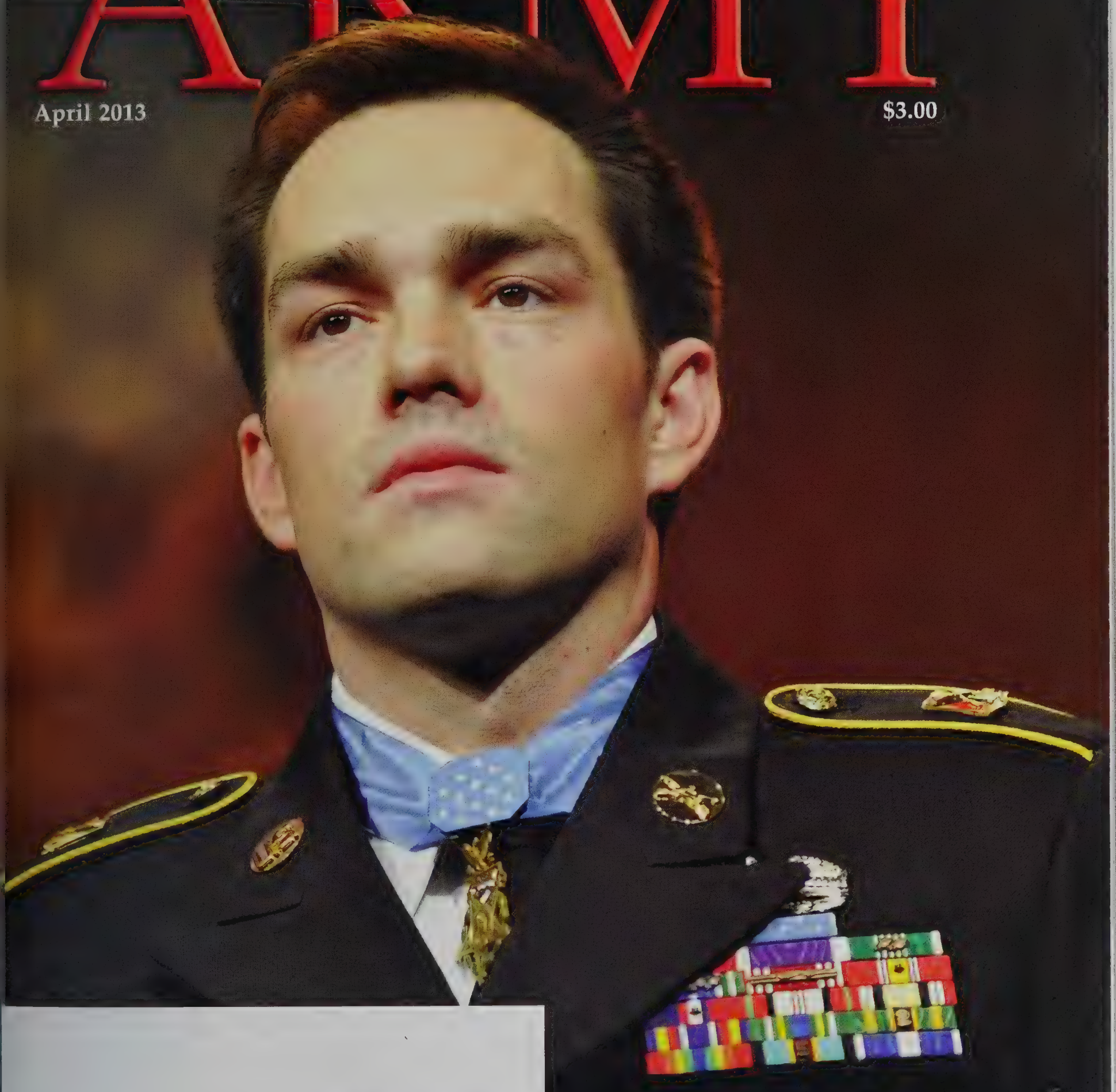
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Medal of Honor Recipient
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The Pacific War: The U.S. Army's Forgotten Theater of World War II
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Reflections on Combat Leadership: Advice for Commanders
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Actively involved with their soldiers as they help mold tomorrow's leaders, successful commanders must rely on their values and core beliefs and their courage.
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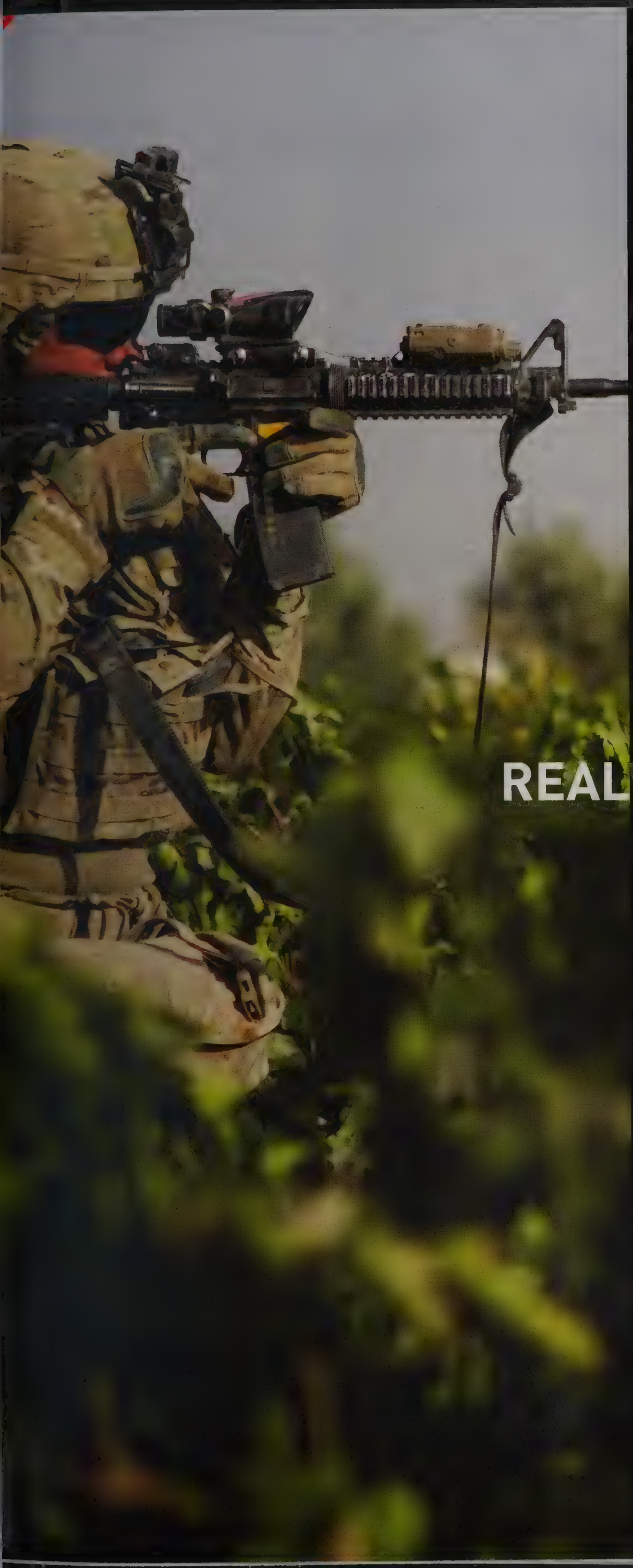




Company Command: Building a Cohesive Team
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Letters

Sequestration

As you are aware, sequestration went into effect on Friday, March 1st.

Over the past several years, we have faced a lack of predictability and flexibility in our budget cycle and a series of cuts. This fiscal year alone, we face the potential of at least an $18 billion dollar shortfall in our Operations and Maintenance accounts, due to the combined impacts of sequestration, the continuing resolution and contingency funding. These are the funds that allow us to support operations, maintain readiness and pay our civilian workforce.

While our attention here in Washington is on the fiscal situation and the difficult decisions that will shape our force into the future, we need you to remain focused on the fundamentals: develop your Soldiers, Civilians and our future Army leaders; conduct tough, realistic mission-focused training; maintain and account for your equipment; be good stewards of your resources; and sustain the high level of esprit de corps in your organization. Our top priority is to ensure that our forces defending the homeland, those in Afghanistan and Korea, and those next to deploy and rotate into theater, have the resources required to execute their missions. We also recognize that along with risks to readiness, sequestration will also bring particular hardship to our Civilian workforce.

We will share information through official Army channels on the impacts of sequestration as soon as it becomes available. You can also expect your Army leadership to visit major installations in the months ahead to facilitate a dialogue and listen to your concerns and those of your Family members.

Our current fiscal situation is challenging, but we must approach this as an opportunity to demonstrate, once again, our commitment to selfless service and our profession. Our Army will always remain, in every respect, the Strength of the Nation.
Army Strong!

Raymond F. Chandler III
Sergeant Major of the Army

Raymond T. Odierno
General, United States Army
Chief of Staff

John M. McHugh
Secretary of the Army

This Month's Cover

Former SSG Clinton L. Romesha received the Medal of Honor for his actions as a section leader with B Troop, 3rd Squadron, 61st Cavalry Regiment, 4th Brigade Combat Team, 4th Infantry Division, during the daylong Battle of Kamdesh at Combat Outpost Keating in Nuristan Province, Afghanistan, in October 2009. He is the fourth living servicemember to receive the medal for either Operation Iraqi Freedom or Operation Enduring Freedom. This photograph was taken during his February induction into the Hall of Heroes at the Pentagon, where the names and memories of all servicemembers who have earned the Medal of Honor are preserved. More information appears on page 30.



(Cover photograph by DoD/Glenn Fawcett)

ın Affordable Army'

■ I enjoy reading GEN Frederick J. roesen's remarks each month. In "An ffordable Army" (March "Front & enter"), he has zeroed in on the most ıportant aspects of what makes an my affordable. His comments should e required reading for anyone who inks they know the solution to how make our Army affordable. His ıalysis is full of common sense and so gical.

LTC PAUL J. KRATZ, USA RET.
Powder Springs, Ga.

ilitary Combat Eye Protection

■ I just read a copy of Scott R. Gour-y's March "Soldier Armed" article on ilitary combat eye protection. Thanks or including me in such a well-written rticle. I truly hope hearing a little his-ory of the combat eye protection pro-ram will give soldiers one more rea-on to wear their protective eyewear. Unfortunately, many think of them as unglasses. After reading this article, it hould be more than apparent that eye rotection has become so much more



over the last 10 years. Thank you again for raising awareness!

SEAN CAREY
Essex Junction, Vt.

ARMY Magazine welcomes letters to the editor. Short letters are more likely to be published, and all letters may be edited for reasons of style, accuracy or space limitations. Letters should be exclusive to ARMY Magazine. All letters must include the writer's full name, address and daytime telephone number. The volume of letters we receive makes individual acknowledgment impossible. Please send letters to The Editor, ARMY Magazine, AUSA, 2425 Wilson Blvd., Arlington, VA 22201. Letters may also be faxed to (703) 841-3505 or sent via e-mail to armymag@ausa.org.

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Washington Report

Sequestration Begins

Sequestration, the automatic across-the-board budget cuts imposed as of March 1, leaves the Army with a shortfall of $18 billion in its operation and maintenance accounts for the fiscal year, which ends September 30.

Although the Army began preparing in January with hiring freezes, layoffs of temporary and term employees, reductions to facilities maintenance, and contract delays, the budget cuts are devastating to readiness. The Army immediately curtailed training for about 80 percent of Army operational units, but those deploying to Afghanistan were not affected.

During budget testimony before sequestration began, GEN Raymond T. Odierno, Army Chief of Staff, warned Congress about its impact. If soldiers are not trained and ready when asked to deploy, he said, lives will be lost.

Secretary of Defense Chuck Hagel addressed the effects of sequestration in his first press conference on March 1 at the Pentagon. The uncertainty it causes, he said, "puts at risk our ability to effectively fulfill all of our missions." He also said that its deleterious effects will increase the longer it lasts, as the department is forced to assume more risk.

Army leaders have indicated that the combination of three financial factors can have dire effects. At a Pentagon briefing, MG Robert M. Dyess, director of force development, Army G-8, said the fiscal crisis "can be framed by three numbers: 6, 6 and 6." First, since the Army is operating under a continuing resolution (CR) that holds spending at 2012 levels, the service faces a $6 billion shortfall to the operations and maintenance-Army (OMA) account. Second, sequestration cuts an additional $6 billion from the OMA account. Third, there is an anticipated $6 billion shortfall in the overseas contingency operations budget because of increased operating costs related to the drawdown of troops in Afghanistan.

The vast majority of the approximately 800,000 civilian employees of DoD—250,000 of them Army—will face furloughs one day a week beginning this month and lose 20 percent of their pay through the end of September. Child care center hours will have to be reduced, as will spouse employment programs, school funding, counseling and tuition assistance.

Money for the war in Afghanistan, Wounded Warrior programs, and some critical soldier and family programs are protected—they will not be cut. "This means," explained MG Karen E. Dyson, director of the Army Budget Office, "that this reduction of $18 billion has to be taken against the unprotected amount." For the rest of the fiscal year, through September 2013, the Army has only about $2 billion left to spend from the OMA budget on training, facilities, maintenance, and family and soldier programs.

The negative effects of the sequestration cuts are exacerbated by the fact that the CR that has been funding DoD and the rest of the federal government expires March 27. The House of Representatives passed a stopgap spending bill that would fund the government through the end of the fiscal year on September 30. That legislation was under discussion and awaiting a vote in the Senate as ARMY Magazine went to press.

New SECDEF. In late February, Congress confirmed Charles Timothy (Chuck) Hagel, former Republican senator from Nebraska, as the new Secretary of Defense, succeeding the retiring Leon E. Panetta. The vote was 58-41, the smallest margin of victory for a secretary of defense since the position was created in 1947. He was sworn in the following morning.



DoD/Monica A. King

Hagel was a squad leader in the 47th Infantry Regiment, 9th Infantry Division during the Vietnam War and the recipient of two Purple Hearts. He represented Nebraska in the U.S. Senate from January 1997 to January 2009.

DoD Announces New Medal. In February, DoD announced the creation of the Distinguished Warfare Medal (DWM) to recognize servicemembers' extraordinary achievements that directly affect combat operations, such as drone piloting and cyberwar, without incurring the physical risk combat entails.

Cyber-operations and drone strikes have previously been regarded as technological advances rather than combat and have not been recognized. The DWM will recognize servicemembers who change the course of a battle from afar, said then-Secretary of Defense Leon E. Panetta, but the highest decorations will continue to be reserved "for those who display gallantry and valor in actions where their lives are on the line."

The DWM will rank directly below the Distinguished Flying Cross, which places it higher than the Bronze Star on the order of precedence. That placement inspired strong criticism, and bills were introduced in the House and the Senate to change the position of the medal. DoD has responded that it is not diminishing the importance of the Bronze Star. The DWM is expected to be awarded very rarely, which factored into its creation.

For more information, visit www.defense.gov/news/DistinguishedWarfareMedalMemo.pdf.

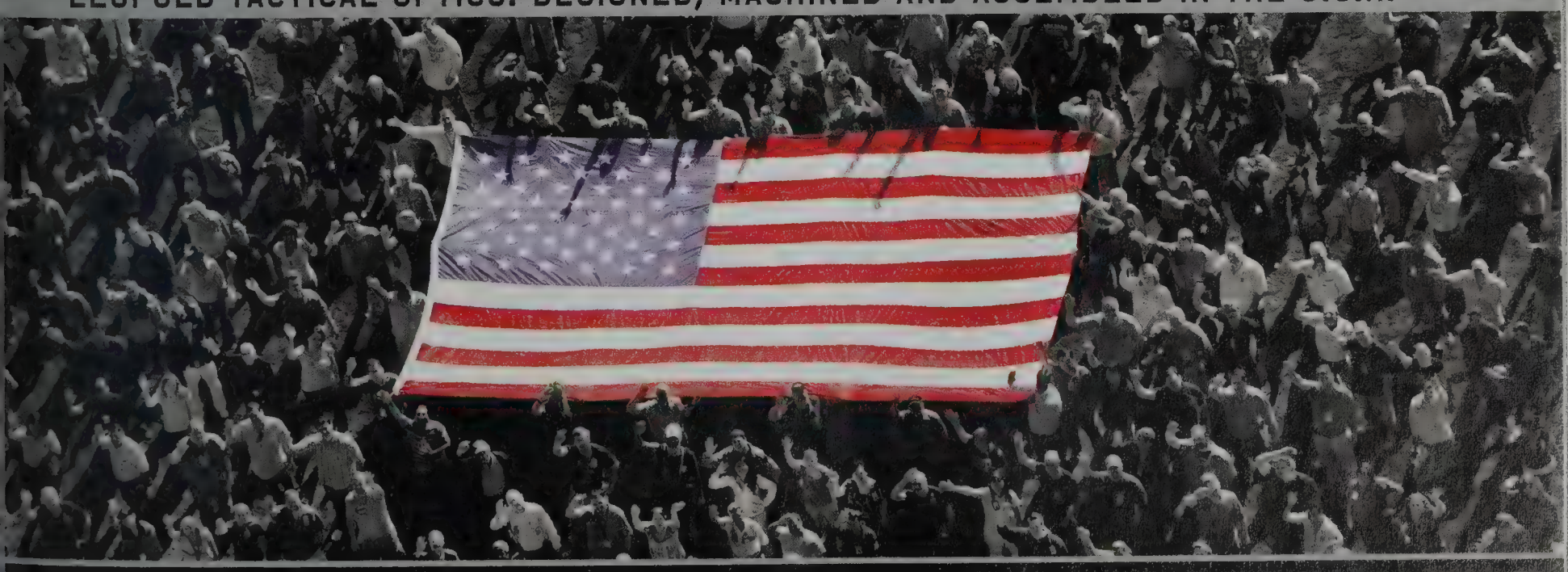


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News Call

U.S. Forces in Afghanistan to Drop by Half

President Obama announced in his ebruary State of the Union address iat U.S forces in Afghanistan, which ow number about 66,000, will de- rease by 34,000 over the coming year. Numbers of U.S. troops to be with- rawn after that time will be deter- iined later based on the missions in Afghanistan, but, the President said, This drawdown will continue. And y the end of next year, our war in Afghanistan will be over."

Then-Secretary of Defense Leon E. Panetta welcomed the announcement nd said, "This plan to continue draw- ng down our forces in a phased ap- proach over the coming year was rec- ommended by Gen. John Allen based on a thorough assessment of the ISAF [International Security Assistance Force] campaign plan moving forward."

Previously, President Obama an- nounced a change in U.S. forces in Afghanistan after private talks with Afghan president Hamid Karzai at the White House in January. The United States will hand over responsibility for all security operations to Afghan Na- tional Security Forces this spring, ahead of the transition planned for early 2014, while U.S. troops will pro- vide support.

The United States' commitment to Afghanistan will continue beyond 2014, said President Obama, but the nature of the commitment will change. He said that the United States is negotiat- ng an agreement with the Afghan gov- ernment that focuses on two missions: 'training and equipping Afghan forces .. and counterterrorism efforts." Many decisions, among them the size of the U.S. troop presence after 2014, will be dependent on that agreement. Secre- tary Panetta said he is confident that U.S. Marine Corps Gen. Joseph F. Dun- ford Jr., who succeeded Gen. Allen in February as commander of NATO's ISAF in Afghanistan, "will have the combat power he needs."

U.S.-Japan Exercise. In January, U.S. Army Japan and I Corps (Forward) participated for the first time in the Japan Ground Self-Defense Force Northern Army's Sapporo Epicenter humanitarian assistance and relief exercise at Camp Sapporo, Japan. The exercise, which included Hokkaido Prefecture and Sapporo city personnel, was the first time so many organizations in Hokkaido had come together to support a disaster training event.

The exercise honed U.S. and Japanese forces' readiness and interoperability in conducting humanitarian assistance and disaster relief operations. At the same time, it strengthened bilateral relations among the participants.

The success of the exercise depended on good communication between the two forces. To that end, an important element was the deployable assessment team (DAT) and the team's initiation of a mobile satellite system for communications. The DAT is a 12-person team of logistics, medical, intelligence, communications and operations personnel. Its mission is to rapidly deploy to a disaster area, assess the needs and immediately pass that information to the U.S. Army Japan commander for follow-up.

Japanese prefectural and local governments are working to improve their preparation for a natural disaster after the devastating earthquake and tsunami that hit the country's Tohoku region in March 2011.

16th CAB Crew Training. The 16th Combat Aviation Brigade (CAB) out of Joint Base Lewis-McChord, Wash., finished its first collective crew training (CCT) in late January. The training, which began last November at Yakima Training Center, Wash., enabled the brigade's OH-58D Kiowa Warrior reconnaissance helicopters, AH-64D Apache Longbow attack helicopters, and UH-60M Black Hawk utility and medevac helicopters to work together for the first time. The training was in preparation for scheduled rotations supporting multiple brigade combat teams at the National Training Center, Fort Irwin, Calif., later this year.

When training in garrison, the 16th CAB's subordinate battalions usually focus on flying one specific type of helicopter. During CCT, however, the brigade established three separate avia-



U.S. Army/CPT Jesse Paulsboe

A 16th Combat Aviation Brigade UH-60 Apache lifts off from Gray Army Airfield, Joint Base Lewis-McChord, Wash., in support of collective crew training.



Two UH-60M Black Hawk helicopters, folded for transport, await shipment from Huntsville, Ala., to Sweden, last December. They were delivered as part of an ongoing sale to support the Swedish armed forces. The sale of military hardware to allied nations, which generated $19.6 billion in fiscal year 2012, is facilitated by the Army's Foreign Military Sales office.

tion task forces. Each one trained and operated with all three aircraft so it was prepared for various mission sets, including air assault, reconnaissance, security, attack, quick reaction force and medevac. Task force personnel had to deal with new and expanded missions, and the training center's isolation and rugged terrain gave soldiers the opportunity to train in an environment similar to that of Afghanistan.

ROK Regiment Visited. In January, a team from the Directorate of Plans, Training, Mobilization and Security, U.S. Army Garrison Yongsan, South Korea, visited the 218th Homeland Reserve Regiment (HRR) of the Republic of Korea (ROK) Army in Yangju, ROK, to share their ideas on improving the garrison's security. The 218th HRR is responsible for defending the Yongsan area in emergencies such as enemy infiltration and attack. The two forces agreed that cooperation between them is essential to the garrison's security.

Such cooperation and vigilance have grown in importance as the U.S. military pivots to the Asia-Pacific area and North Korea grows increasingly belligerent. In February, North Korea completed its third nuclear test, provoking international condemnation and U.N. sanctions, and threatened even stronger actions.

Army Takes Command. In January, the 84th Engineer Battalion, 130th Engineer Brigade, 8th Theater Sustainment Command, took charge of Camp Covington from the Seabees of Naval Mobile Construction Battalion 74 during a change of command ceremony at camp headquarters on U.S. Naval Base Guam.

The Seabees took charge of the camp in July, completed three construction projects and turned two more over to the soldiers of the 84th.

The ceremony honored both Army and Navy traditions. The Naval Mobile Construction Battalion's flag was lowered, signaling the end of the unit's six-month deployment, and the 84th's colors were uncased, indicating the beginning of its nine-month deployment.

Largest Solar Array. The largest solar power system in the Army came online at White Sands Missile Range, N.M, in January. The photovoltaic panels cover 42 acres and provide 4.465 megawatts of electricity to the base. The solar array will result in energy savings of 35,358 million British thermal units a year, reducing the installation's energy consumption by 10 percent.

Construction of the $16.5 million power system began last July and was completed in December. The U.S. Army Corps of Engineers' Engineering and Support Center (ESC) in Huntsville, Ala., managed the project. It was built through an energy savings performance contract, whereby a private party provides the capital and expertise to make the improvements to reduce Army energy use in exchange for a portion of the generated savings. In addition, ESC used an energy services agreement for the array's photovoltaic equipment, an arrangement whereby a third party owns, operates and maintains the system and provides electricity to the customer. This ownership arrangement reduced the project cost by $6.1 million.

Gray Eagle Units. The Army plans to add Gray Eagle unmanned aircraft units, one to each of the 10 active Army divisions and several more to special operations units, aerial exploitation units and the National Training Center at Fort Irwin, Calif.

The total number of Gray Eagles will not be enough to assign a full complement of 12 aircraft to each of the divisions the Army plans to equip, so some units may receive nine. When a unit deploys, however, it will obtain needed aircraft from nondeployed Gray Eagle companies.

The Army is fielding a Gray Eagle

COMMAND SERGEANTS MAJOR CHANGES*



CSM M.E. Moore from 3rd Inf. Div., Fort Stewart, Ga., to IMCOM-Central.

Photographs currently unavailable: **CSM W.P. Franklin** from PRMC, Honolulu, Hawaii, to AMEDDC&S, Fort Sam Houston-Joint Base San Antonio, Texas; **CSM T.W. Murphy** from USAES, Fort Leonard Wood, Mo., to MSCoE, Fort Leonard Wood.

■ ***AMEDDC&S**—U.S. Army Medical Dept. Center and School; **IMCOM**—Installation Management Cmd.; **MSCoE**—U.S. Army Maneuver Support Center of Excellence; **PRMC**—Pacific Region Medical Cmd.; **USAES**—U.S. Army Engineer School.*

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*Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.



GEN V.K. Brooks from CG, USARCENT/Third U.S. Army, Shaw AFB, S.C., to CG, USARPAC, Fort Shafter, Hawaii.



GEN J.F. Campbell from Dep. CoS, G-3/5/7, USA, Washington, D.C., to VCSA, Washington, D.C.



MG A.W. Batschelet from Dir. J-3, EUCOM, Germany, to CG, USAREC, Fort Knox, Ky.



MG J.C. Boozer Sr. from Dep. CG/CoS, USAREUR and Seventh Army, Germany, to CG, USARJ/CG, I Corps (Forward), Japan.



MG G.H. Cheek from Dep. CG, USARCENT/Third U.S. Army, Kuwait, to Dep. CG for Spt./CoS, IMCOM, JB San Antonio, Texas.



MG G.B Davis Jr. from Dep. Cmdt., USACGSC/Dep. CG, Leader, Dev. and Ed., USACAC, Fort Leavenworth, Kan., to Dep. CoS, Ops. and Intel., SHAPE, Belgium.



MG M.T. Harrison Sr. from CG, USARJ/CG, I Corps (Forward), to Dep. CG, USARCENT/Third U.S. Army, Kuwait.



MG W.C. Hix from Dir., Concept Dev. and Learning, ARCIC, TRADOC, JB Langley-Eustis, Va., to Dep. Dir./CoS, ARCIC, TRADOC, JB Langley-Eustis.



MG S.L. Jones from Cmdr., JTF CapMed, Bethesda, Md., to CG, AMEDDC&S, Fort Sam Houston-JB San Antonio, Texas.



MG T.J. Kadavy, ANG, from Dep. Dir., ANG, NGB, Arlington, Va., to Cmdr., CJITF-A, OEF, Afghanistan.



MG P.J. LaCamera from Dep. CG, USASOC, Fort Bragg, N.C., to CG, 4th Inf. Div. (M) and Fort Carson, Colo.



MG R.C. Longo from Dir., TF 2010, USF-A, OEF, Afghanistan, to Dep. CG/CoS, USAREUR and Seventh Army, Germany.



MG A.S. Miller from Spec. Asst. to Dep. CG, USSOCOM, Washington, D.C., to Cmdr., Special Ops. JTF-A/NATO Special Ops. Component Cmd.-Afghanistan, OEF, Afghanistan.



MG B.R. Owens from Dep. CoS for Ops., ARRC, England, to Dir., J-3, EUCOM, Germany.



MG J.F. Pasquarette from Dep. Dir., Program Analysis and Evaluation, ODCS, G-8, USA, Washington, D.C., to CoS, USARPAC, Fort Shafter, Hawaii.



MG J. Uberti from Dep. CG for Spt./CoS, IMCOM, JB San Antonio, Texas, to CoS, USSTRATCOM, Offut AFB, Neb.



MG T.S. Vandal from Dir. of Ops., Readiness and Mobilization, ODCS, G-3/5/7, USA, Washington, D.C. to CG, 2nd Inf. Div., Eighth U.S. Army, ROK.

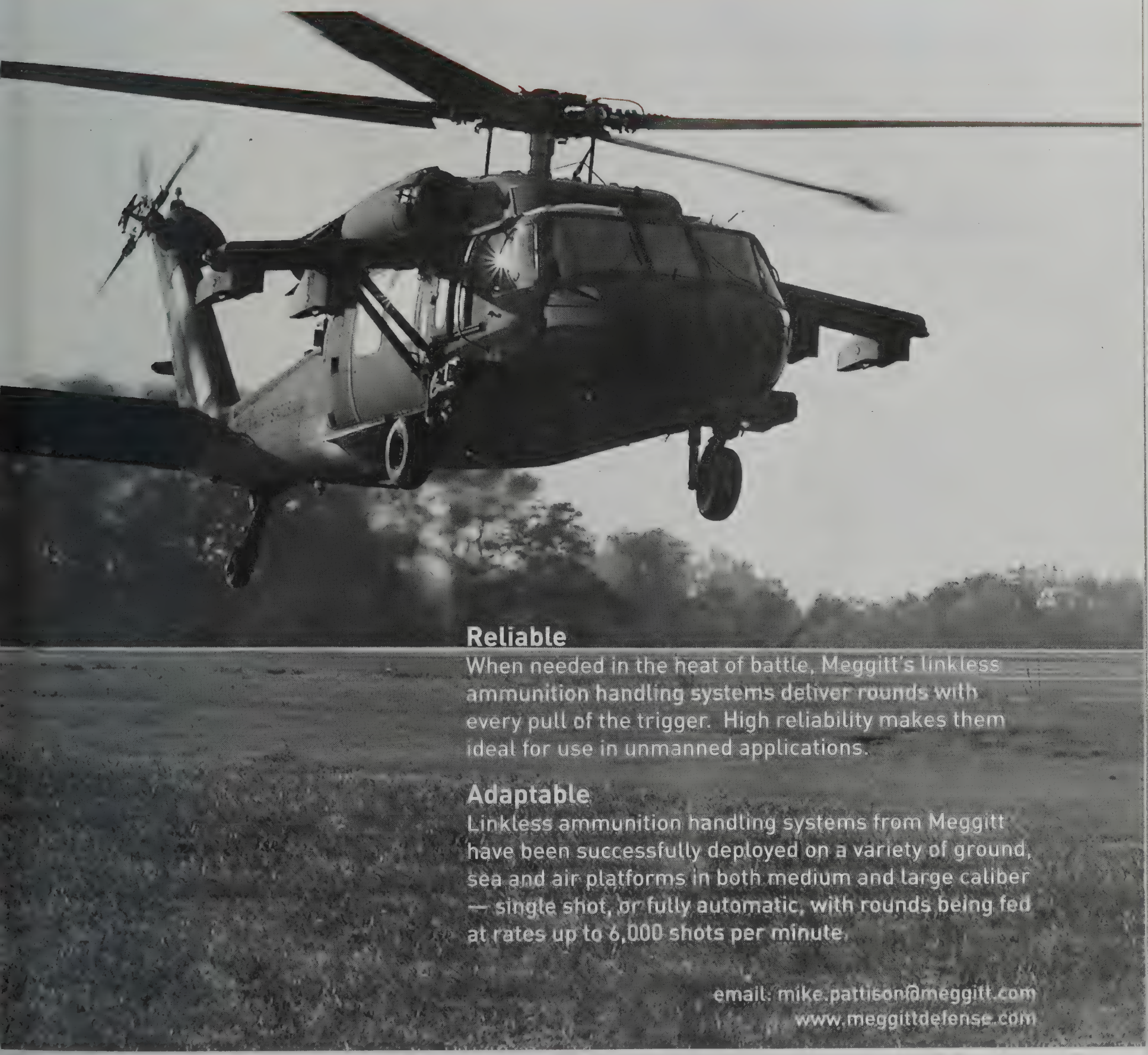


MG M.T. Wong from CG, SRMC/BAMC/Chief, Dental Corps, Fort Sam Houston-JB San Antonio, Texas, to CG, NRMC/Chief, Dental Corps, Fort Belvoir, Va.

Brigadier Generals: **M.A. Bills** from Dep. CoS, G-3, USAREUR and Seventh Army, Germany, to Dep. CG, 4th Inf. Div. (M), Fort Carson, Colo.; **R.F. Gonsalves** from Dep. CG (Maneuver), 4th Inf. Div. (M), Fort Carson, Colo., to Dir. of Ops., Readiness and Mobilization, ODCS, G-3/5/7, USA, Washington, D.C.; **W.W. Grigsby Jr.** from Dep. CG (Ops.), 1st AD, Fort Bliss, Texas, to Dir. of Training, ODCS, G-3/5/7, USA, Washington, D.C.; **F. Irizarry II** from Dep. CG, USAJFKSWC, Fort Bragg, N.C., to Dep. CoS, G-3/5/7, USARC, Fort Bragg, N.C.; **T.S. James Jr.** from Dep. CG (Maneuver), 1st Cavalry Div., Fort Hood, Texas, to Dep. Cmdt., USACGSC/Dep. CG, Leader, Dev. and Ed., USACAC, Fort Leavenworth, Kan.; **P.J. Laughlin II** from Cmdt., USAAS, MCoE, Fort Benning, Ga., to Dep. Cmdr., 2nd Inf. Div., Eighth U.S. Army, ROK; **S.B. Leisenring** from Cmdr., JTSCC, CENTCOM, OEF, Afghanistan, to Dep. Chief of Contracting Mgmt., USACE, Washington, D.C.; **J.B. Linder** from Dep. Dir. for Ops., AFRICOM, Germany, to Cmdr., SOCAFRICA, Germany; **T.B. McCaffrey** from Dir. of Training, ODCS, G-3/5/7, USA, Washington, D.C., to Dep. CG, 25th Inf. Div., Schofield Barracks, Hawaii; **B.J. McKiernan** from Cmdt., USFAS, FCoE, Fort Sill, Okla., to Dep. CG, 82nd Airborne Div., Fort Bragg, N.C.; **C.P. McPadden** from Dir. of Future Plans, IJC, OEF, Afghanistan, to Dir., Concept Dev. and Learning, ARCIC, TRADOC, JB Langley-Eustis, Va.; **W.E. Piatt** from Dep. CG (Spt.), 10th Mountain Div. (L), Fort Drum, N.Y., to CG, JMTC, USAREUR and Seventh Army, Germany; **D.D. Rogers Jr.** from Dep. CG (Spt.), 4th Inf. Div. (M), Fort Carson, Colo., to Dep. CG, USASOC, Fort Bragg, N.C.; **J.E. Simpson** from Dep. Chief of Contracting Mgmt., USACE, Washington, D.C., to Cmdr., JTSCC, CENTCOM, OEF N.C., Afghanistan; **S.P. Swindell** from Asst. Cmdr. for SOF, NTM-A/CSTC-A, to Dep. Cmdr., 1st AD, Fort Bliss; **L.N. Thurgood** from Dep. PEO, Missiles and Space, Redstone Arsenal, Ala., to PEO, Missiles and Space, Redstone Arsenal; **R.P. Walters Jr.** from Dep. Dir., JIEDDO, Arlington, Va., to Dir., Intelligence and Information (J-2), NORAD/USNORTHCOM, Peterson AFB, Colo.; **D.A. Williams** from Dep. CG (Spt.), 2nd Inf. Div., Eighth U.S. Army, ROK, to Dep. CoS, G-3, USAREUR and Seventh Army, Germany; **C.T. Wins** from Dep. Cmdr., Police, NTM-A/CSTC-A, to Dir., RID, ARCIC, TRADOC, JB Langley-Eustis, Va.

■ ***AD**—Armored Division; **AFB**—Air Force Base; **AFRICOM**—U.S. Africa Cmd.; **AMEDDC&S**—U.S. Army Medical Dept. Center and School; **ARNG**—Army National Guard; **ARCIC**—Army Capabilities Integration Center; **ARRC**—Allied Rapid Reaction Corps; **BAMC**—Brooke Army Medical Ctr.; **CENTCOM**—U.S. Central Cmd.; **CG**—Commanding General; **CJITF-A**—Combined Joint Interagency Task Force-Afghanistan; **Cmdt.**—Commandant; **CoS**—Chief of Staff; **EUCOM**—U.S. European Cmd.; **FCoE**—U.S. Army Fires Center of Excellence; **IJC**—International Security Assistance Force Joint Cmd.; **IMCOM**—Installation Management Cmd.; **JB**—Joint Base; **JIEDDO**—Joint Improvised Explosive Device Defeat Org.; **JMTC**—Joint Multinational Training Cmd.; **JTF-A**—Joint Task Force-Afghanistan; **JTF CapMed**—Joint Task Force-National Capital Region Medical; **JTSCC**—Joint Theater Support Contracting Cmd.; **MCoE**—U.S. Army Maneuver Center of Excellence; **NATO**—North Atlantic Treaty Organization; **NGB**—National Guard Bureau; **NORAD**—North American Aerospace Defense Cmd.; **NRMC**—Northern Regional Medical Cmd.; **NTM-A/CSTC-A**—NATO Training Mission-Afghanistan/Combined Security Transition Cmd.-Afghanistan; **ODCS**—Office of the Deputy Chief of Staff; **OEF**—Operation Enduring Freedom; **Ops.**—Operations; **PEO**—Program Executive Officer; **RID**—Requirements Integration Directorate; **ROK**—Republic of Korea; **SHAPE**—Supreme Headquarters Allied Powers Europe; **SOCAFRICA**—Special Operations Cmd. Africa; **SOF**—Special Operations Forces; **Spt.**—Support; **SRMC**—Southern Regional Medical Cmd.; **TF**—Task Force; **TRADOC**—U.S. Army Training and Doctrine Cmd.; **USA**—U.S. Army; **USAAS**—U.S. Army Armor School; **USACAC**—U.S. Army Combined Arms Center; **USACE**—U.S. Army Corps of Engineers; **USACGSC**—U.S. Army Command and General Staff College; **USAFAS**—U.S. Army Field Artillery School; **USAJFKSWC**—U.S. Army John F. Kennedy Special Warfare Center; **USARC**—U.S. Army Reserve Cmd.; **USARCENT**—U.S. Army Central Cmd.; **USAREC**—U.S. Army Recruiting Cmd.; **USAREUR**—U.S. Army Europe; **USARJ**—U.S. Army Japan; **USARPAC**—U.S. Army Pacific; **USASOC**—U.S. Army Special Ops. Cmd.; **USF-A**—U.S. Forces-Afghanistan; **USNORTHCOM**—U.S. Northern Cmd.; **USSOCOM**—U.S. Special Operations Cmd.; **USSTRATCOM**—U.S. Strategic Cmd.; **VCSA**—Vice Chief of Staff, U.S. Army.*

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U.S. Army

An MQ-1C Gray Eagle unmanned aircraft makes its way down an airfield on Camp Taji, Iraq, before a surveillance mission in the Baghdad area. The Army plans additional Gray Eagle units, one for each of 10 active Army divisions, and several more for special operations units, aerial exploitation units and the National Training Center.

company to the 3rd Infantry Division at Fort Stewart, Ga., and by October it will assign another to the 160th Special Operations Aviation Regiment, Fort Campbell, Ky. The 160th eventually may have two companies of 12 Gray Eagles each.

Army Wins Cross-Country. Led by U.S. Army World Class Athlete Program (WCAP) runners SPC Robert Cheseret and CPT Kelly Calway of Fort Carson, Colo., the All-Army men's and women's teams swept the 2013 Armed Forces Cross-Country Championships in St. Louis, Mo., in February.

SPC Cheseret ran the 12-kilometer course in 36:44.1 to win the Armed Forces gold medal. WCAP teammates SPC Joseph Chirlee won silver and SPC Augustus Maiyo came in third. Also on the men's team were SPC Kyle Heath and CPT Kenneth Foster, helping the team win not only the Armed Forces title but also the overall men's team title of the 2013 USA Cross-Country Championships, which ran in conjunction with the military competition.

Defending champion and four-time Armed Forces competitor WCAP runner CPT Calway won the women's eight-kilometer race with a time of 29:25.7, leading MAJ Emily Potter, Fort Bragg, N.C., 2LT Chelsea Prahl, Fort Lee, Va., and CPT Ashley Urick, Joint Base Lewis-McChord, Wash., to the women's team title.



U.S. Army World Class Athlete Program runner SPC Robert Cheseret (center), here competing in the finals of the 5,000 meters at the 2012 U.S. Olympic Track and Field Team Trials in Eugene, Ore., won his second Armed Forces Cross-Country Championship while leading the All-Army men to the team title in February in St. Louis. Cheseret completed the 12-kilometer course in 36 minutes, 44.1 seconds.

USO at Belvoir. In February, the USO celebrated the grand opening of its largest USO center in history at Fort Belvoir, Va. The 20,000-square-foot facility has a business center, dining room, healing gardens, game room and music room.

The accommodations are available to the wounded, ill and injured troops at the Fort Belvoir Warrior Transition Unit as well as the entire Belvoir community.

Special Olympian in Korea. It was a great day in early February for American Special Olympian Tonya Hall when she received a silver medal in the 50-meter cross-country skiing race in the 2013 Special Olympics World Winter Games in Pyeongchang, South Korea.

When she found out that her brother, CPT Jason Hall, would be stationed in South Korea, she worked even harder than before to be selected for the Team USA Cross-Country Team, earning gold medals in the 50-meter and 100-meter cross-country skiing qualifying matches.

CPT Hall, operations chief for Eighth Army's G-2 Directorate, learned that Tonya made the team last April and

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arranged to be present to see his sister compete.

"It was amazing to watch her achieve a medal she will cherish for the rest of her life," he said.

Army Develops Radios. The Army inherited responsibility for two software-programmable radios following DoD's recent decision to disband the Joint Program Executive Office for Joint Tactical Radio System. Project Manager Airborne Maritime/Fixed Station is now supervising the development of the Small Airborne Networking Radio (SANR) and the Small Airborne Link 16 Terminal (SALT). Both two-channel radios are capable of transmitting data, voice and video between rotary-wing aircraft and ground units over a wireless, secure network.

The SALT is being developed exclusively for the Apache helicopter. Since the Apache mission is to fly low and alone in support of direct operations on the ground, the helicopter needs to be able to communicate with intelligence, surveillance and reconnaissance platforms from the forward edge of the battlefield. The SANR is designed for the Apache, Chinook, Gray Eagle, Black Hawk and Kiowa Warrior platforms and will use three waveforms, two of which will be working simultaneously.



The Small Airborne Link 16 Terminal aircraft radio is being developed for the U.S. Army Apache helicopter to deliver increased situational awareness.

Both radios use new networking technologies that connect through ground and aerial tier communications and do not require any satellite or satellite connectivity. SALT will use Link 16 and Soldier Radio Waveform (SRW). SANR will also use SRW, Single Channel Ground and Airborne Radio System, and a mid-tier waveform to be determined.

Requests for proposals are scheduled for release this summer with low rate initial production expected as early as the third quarter of fiscal year 2014.

USACE Awards Contract. In January, the U.S. Army Corps of Engineers, Fort Worth (Texas) District, awarded a $648 million contract to Clark McCarthy Healthcare Partners II for construction of a hospital at Fort Bliss, Texas, to replace William Beaumont Army Medical Center. The new 1,132,000-square-foot facility will accommodate the increased troop presence and dependent care that resulted from recent expansion of Fort Bliss.

The new medical center will consist of a main hospital, two outpatient clinics, an administrative building, a research facility, a central utility plant, two access-control points and surface parking. The design reflects patient- and family-centered care concepts and incorporates many sustainable initiatives with an eye to receiving Leadership in Energy and Environmental Design Silver certification.

In addition to the prime contract, the project is divided into other projects that include opportunities for small-business contracts in landscaping, parking, access-control points and a helipad. The new hospital is slated to open in 2017.

New Health Tools. In February, Secretary of the Army John McHugh visited DoD's National Center for Telehealth and Technology (T2) at Joint Base Lewis-McChord, Wash., where health products and services, telehealth research, and innovative technology applications developed to improve behavioral health were highlighted. Established in 2008, T2 integrates technology with psychological health care and traumatic brain injury care. ★

SENIOR EXECUTIVE SERVICE ANNOUNCEMENTS



M. J. Miller, Tier 2, from Dep. PEO Soldier, Fort Belvoir, Va., to Dep. Asst. Sec. for Research and Technology/Chief Scientist, ASA (ALT), Pentagon, Arlington, Va.

Photograph currently unavailable: **T.P. Russell**, Tier 2, from Dir., AFOSR, AFRL, AFMC, Arlington, Va., to Dir., ARL, RDECOM, Adelphi, Md.

Tier One. **D.R. Cooper** to Dep. Chief Counsel, HQ, USACE, Washington, D.C.

■ ***AFMC**—Air Force Materiel Cmd.; **AFOSR**—Air Force Office of Scientific Research; **AFRL**—U.S. Air Force Research Laboratory; **ARL**—U.S. Army Research Laboratory; **ASA (ALT)**—Assistant Secretary of the Army (Acquisition, Logistics and Technology); **HQ**—Headquarters; **PEO**—Program Executive Officer; **RDECOM**—U.S. Army Research, Development and Engineering Cmd.; **USACE**—U.S. Army Corps of Engineers.*

Front & Center

'What Do You Want Your Military to Do?'

By GEN Frederick J. Kroesen
U.S. Army retired

As this is being written, the sequester is only days from happening, and it will still be the law of the land even if another stopgap action postpones it again. There has been plenty of news about the pending impact, particularly about that addressed by the Secretary of Defense, the Chairman of the Joint Chiefs of Staff and the military chiefs. The Army and Navy seem to have garnered the most news media attention, having belatedly identified some specifics of how the budget cuts will be applied. They are the forces for which the reductions most seriously affect the more immediate area surrounding the capital.

The spate of articles by columnists, analysts and national security experts, commentaries by television pronouncers, and sage observations by members of Congress have made it clear that the services have offered up only "gold watches," that is, programs that are particularly fearsome to some industry stronghold or some area of the country where service-connected employment will be affected drastically. Almost all authors cite "the fact" that waste, fraud and abuse provide a rich field for absorbing the reductions without any harm to our national security. If more is required, however, there are always "pet peeve" projects, always produced in someone else's state or congressional district, that can be easily dispensed with, postponed or stretched out so the local impact will be unnecessary or at least alleviated.

One striking feature of almost all of this commentary concerns the impact on jobs in the civilian communities and among the contractors whose businesses are totally defense-related. The cost of cancelling contracts, the loss of skilled workers and the reduction of revenue because of lost wages are all exhaustively examined. There is hardly a mention of the 100,000 soldiers who are already scheduled to be eliminated and added to the unemployment rolls, and almost no one seems aware of, cares about or questions the impact on the armed forces' ability to satisfy the national military strategy and the missions thereby required.

Army reductions, already on a path to a lower end strength and structure than we had on 9/11, project on an already too small, overcommitted, worn and tattered Army the next wave in the feast-or-famine budgetary support provided throughout our nation's history. Comment has it that the Army has been well-supplied and supported for more than a decade and it can well afford a significant contribution to solving our economic problem. Conversely, history tells us that such a reduction of military strength may more likely portend the next military disaster.

The almost complete demobilization of our World War I Army and the paltry, penuriously supported force of the 1920s and 1930s led to the Bataan Death March and the defeats inflicted by the Axis powers for almost three years at the beginning of World War II. Then the overnight evaporation of the World War II Army, the adoption of the atomic bomb as the guarantor of our national security, and the depredations ordered by President Harry Truman's last Secretary of Defense brought on another famine and resulted in the infamous Task Force Smith, defeated as first responders in the Korean War, and the initial ineffectiveness of the other forces first committed.

When hostilities ended in Korea, reliance on air power and nuclear warheads again dominated the national strategy. The Army lost a major part of its structure and executed a reduction in force that retired or fired a lot of soldiers arbitrarily. The structure was reorganized, and doctrine and training were modified to prepare for fighting on a nuclear battlefield. The Army budget returned to famine conditions for almost eight years.

Construction of the Berlin Wall triggered a realization that a more conventional land power capability might be advisable after all, and Presidents John F. Kennedy and Lyndon B. Johnson provided for a continuing expansion that built the Army for the war in Vietnam. Once again, however, the termination of hostilities brought major resource reductions. The draft ended, the volunteer Army began development, and another major transformation of doctrine and training ensued to prepare the Army for facing the Warsaw Pact in Europe. Another period of famine led to the condition that described the Army as hollow.

That famine ended when, for the first time during a peacetime period, the Army could staff, equip and train the force that won combat actions in Operations Just Cause in 1989 and Desert Storm in 1991 in hours, not days or months. The quality of that force held up through the initial actions in Afghanistan and the first phase of the war in Iraq. The costs overall—in dollars, casualties and time—were less than any comparable period when the Army was unprepared at the start.

GEN Martin E. Dempsey, Chairman of the Joint Chiefs of Staff, is reported to have asked the House Armed Services Committee, "What do you want your military to do?" It is a sure thing that GEN Dempsey did not expect an answer. Our government's tendency has always been to rely on diplomacy first, avoid any military preparation as being provocative and allow the next crisis to develop before deciding what it wants the military to do. Given that realization, the task of the Chairman for the next few years is to answer his own question.

The job is fivefold:

1. Study the worldwide threats to our national security and interests.

2. Prepare elements of the total force to be first responders to the threats to deny an enemy an immediate success.

3. Plan and, if possible, program in detail the requirements to reinforce the first responders and guarantee the success of the campaign.

4. Plan in detail the mobilization requirements that guarantee the sustainment and success of steps 2 and 3.

5. Educate the leadership, both officer and NCO, in the *why* and *how* of the total program.

Given those requirements, first priority for resources must go to tasks 1 and 2. The active forces of all services, at whatever strength is authorized, must be fully staffed, equipped and trained for immediate commitment. Second priority must go equally to tasks 3, 4 and 5. The sustainment of longer-term operations reinforcement and mobilization is essential, but a leadership component that is knowledgeable, capable and confident of its ability to conduct wartime operations is equally necessary.

There is no third priority, but the need to recruit manpower, the research and development essential for maintaining battlefield dominance, and the demands of both job and family satisfaction all have resource requirements that cannot be ignored. Inadequacy in any of these areas will ultimately degrade—perhaps destroy—the ability to provide for the priority forces.

Providing such a program can inform Congress of the requirements for an essential restoration of at least some of the sequestered funds.

*GEN **Frederick J. Kroesen**, USA Ret. formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.*

On Being Distracted

By GEN Gordon R. Sullivan
U.S. Army retired
and
LTG James M. Dubik
U.S. Army retired

Unfortunately, some military related headlines in major newspapers today focus on side issues that serve only to take the eyes of the American people off the strategic and national security issues. Other headlines suggest that the most important security issue is withdrawing from war: We left Iraq, we're leaving Afghanistan, and we killed Osama bin Laden. Game over. Simply declaring that al Qaeda, its affiliates and other threats have disappeared is a fantasy, especially for the United States—a nation with global interests, global responsibilities and global enemies. In any case, the nation is distracted from the real strategic issues we face:

Readiness

By failing to address the fiscal needs of America's defense forces in a timely manner, Congress is putting readiness at real risk. One example of many proves how dire the situation has become. The Army's aviation reset program is already about $177 million underfunded for fiscal year (FY) 2013. This underfunding is the result of a $6 billion shortfall because Congress has failed to pass appropriations legislation. Further reductions—which seem entirely possible given the climate on Capitol Hill and the ambiguity of sequestration—could suspend all Army aviation reset operations for the remainder of FY 2013. The results: more than 80 aircraft currently disassembled, not completed and returned to units; almost 40 units' readiness reduced; termination of the reset contract resulting in 2,100 skill-labor layoffs; and no contract for FY 2014, meaning the 509 aircraft in Afghanistan and the 278 stateside aircraft deferred this year probably won't be serviced. Each of the other services is in a similar situation. Over time, the crack in overall readiness will only widen as the services focus on deploying units and statutory funding obligations and have little remaining for sustained training and maintenance.

The need for adequate maintenance and product-improvement funding increases, given that service modernization accounts are likely to be very small for the foreseeable future. Further, Congress must reform defense acquisition laws so when the nation can fund modernization, the services can execute without wasting the time and money associated with the current bureaucratic procedures of acquisition.

Strategy

Broken readiness in the face of strategic uncertainty is dangerous. An objective look around the world is sobering. Our war against al Qaeda is not over and the drone strategy of "killing our way to success" is unlikely to achieve U.S. strategic objectives. Declaring success in Iraq and Afghanistan has not improved American security. America's enemies will try to seize Syrian chemical weapons when the Assad government falls. Iran's influence in the Middle East is destabilizing. Independent of its development of nuclear weapons, Iran's ability to threaten shipping through the Strait of Hormuz is growing. Pakistan's future and its nuclear capacity remain in doubt, given the internal challenges it faces. Strategic reality defies a pivot to the Pacific.

In fact, one of the more important strategic realities is that we don't know who we might fight next, when, where or under what conditions. Pivoting to the Pacific seems more like a bureaucracy "picking a future" with which it wants to deal and using it to derive force structure, equipment requirements and funding levels rather than a strategy that matches reality.

In a time of strategic ambiguity while we remain fighting an active global enemy, the actual requirements seem to be: Stay engaged in many ar-

s (robust exercise program around
e world, robust intelligence means)
d have a flexible mix of force and
uipment options (air, land, sea,
ace, conventional, cyber and special
erations) and the means to get what
u need to where you need it fast (ac-
ss to air and sea ports, air and sea lift,
ntrol of air and sea choke points).

Breaking current readiness and opti-
izing the American armed forces
ainst a potential future Pacific threat
rather than actual threats—is a dan-
rous bet for a nation with global in-
rests.

Myopia

While the "light footprint" approach
using force is fine in some cases, it is
disaster in others. America tends to
e myopic in strategic outlook and op-
rational focus: all counterinsurgency,
en all conventional, then all coun-
rinsurgency, now light footprint. In-
llectually, the United States knows
at it needs a broader focus, but the
ation ends up overfocused. America's
bility to predict where the next threat
ill come from is not good, and our ac-
ual strategic requirement is maintain-
g options, not limiting them. Flexibil-
y is as important in strategic choices
s it is in force mix. We have to be able
match the right strategy to the rela-
ve importance of our strategic inter-
sts and objectives as well as the kind
f enemy and situation we face. One
ze does not fit all.

Waging War

No one denies the tactical prowess of
ne American armed forces, but fight-
ing is only one element in waging war successfully. No objective observer could say that the last 11 years of war have demonstrated the effectiveness of U.S. national strategic decision-making. Almost all strategic analysts believe that military force will remain necessary but insufficient to succeed in the kinds of hybrid warfare situations we expect to see in the future. Yet the United States has been especially inept in creating, employing and coordinating the nonmilitary "forces" that are often decisive in these cases. This is a serious national deficiency, one that will continue to haunt us as we continue our war against al Qaeda and affiliates as well as during other complex contingencies reality will force upon us.

* * *

The American way of war costs the nation too much—too much in personnel costs, too much in weaponry and equipment, and too much in supplies and logistic support. This trend is only partially the result of becoming a professional force. Other cost-driving factors are at play: using higher technology to offset the size of the force, outsourcing nonmilitary functions to contractors as a way to reduce the size of the military, and fewer suppliers of war related items. Social expectations—what our nation's citizens expect is provided to deployed soldiers—also contribute to rising costs. Finally, acquisition and contracting laws and regulations add to the rising costs of war. War isn't going away; not all engagements can be light footprint. We need a way to reduce the overall cost of waging war.

The previously cited topics are representative of the kinds of national security issues that should be topics of study and debate among the governmental and nongovernmental institutions making up our national security arena. They should also be the topic of media interest, so as to create an informed debate within the American citizenry. Unfortunately, America's national security debate is focused elsewhere. If we have learned one lesson in our lifetimes of service in peace and war, it is this: The American people may not know where or when their military will be asked to serve, nor do they know what its mission will be; but they expect that their armed forces will succeed.

America may be rightfully war-weary, but when the next crisis occurs—one that involves important national interests or values and demands more than a light footprint and "leading from behind"—neither political leaders nor citizens will accept a "we can't do it" response. Broken readiness, U.S. armed forces optimized against a "potential rather than present" threat, strategic myopia and a less than effective ability to wage war (not just fight or bomb) are serious matters. They demand serious attention. As a nation, we are drifting into dangerous territory. □

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Unifying the Army's Civil Affairs Force

By Dale E. Walsh

The Army's civil affairs force must be unified under a single command. Doing so will correct the unintended consequences of the ill-advised 2006 realignment. It will allow the civil affairs regiment to effectively meet the emerging needs and requirements of the future operational environment, professionalize the force, maximize efficiencies and support the Army 2020 vision.

The National Defense Authorization Act (NDAA) for fiscal year 2012 directed the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD SO/LIC) to provide a report on the future of military information support. The ASD SO/LIC response to Congress acknowledged that DoD is currently building the Military Information Support Operations Command (MISOC) to serve as the focal point for all DoD MISO. The report further states that the commander, U.S. Army Special Operations Command (USASOC), will lead the effort for future consolidation of the Army's MIS force under a single command for efficiency, unity of command, unity of effort, and the ability to support both special operations forces (SOF) and general purpose forces (GPF) more effectively. This fundamental approach, grounded in the principles of war, should apply to civil affairs as well.

In October 2006, General Order Number 12 reassigned the U.S. Army Civil Affairs and Psychological Operations Command (Airborne) (USACAPOC[A]) and all U.S. Army Reserve (USAR) civil affairs and psychological operations organizations previously assigned to USASOC to the U.S. Army Reserve Command (USARC). A follow-on Deputy Secretary of Defense memorandum, dated November 14, 2006, "Reassignment and Designation of Army Reserve Civil Affairs and Psychological Operations Forces," directed that immediately upon reassignment to USARC, USAR Civil Affairs and Psychological Operations would no longer be designated an SOF. Subsequently, on April 28, 2009, Army Structure Memorandum 10-15 directed the activation of an active component civil affairs brigade in the GPF to meet global demand. This new 85th Civil Affairs Brigade was eventually assigned to U.S. Army Forces Command, while the Army's only other active component civil affairs brigade—the 95th—remained an SOF unit assigned to USASOC.

The unintended consequences of these events have not been good for the Army. A force designed to be interoperable, interdependent and mutually supportive is fractured along component, force designation and Mission Command lines. This dysfunctional relationship hinders the ability of the Army's civil affairs force to effectively support the full range of ongoing and future strategic, operational and tactical requirements.

The 2006 realignment and redesignation of Army Reserve Civil Affairs, together with the activation of the 85th Civil Affairs Brigade, resulted in unintended and unforeseen constraints and complications. These actions resulted in disruptive challenges affecting funding, equipping, training and education, and interoperability of the force. In addition, this bifurcation among forces created confusion among joint, interagency, intergovernmental and multinational partners. Simply put, the fracture of the civil affairs regiment causes severe operational constraints for Army civil affairs forces.

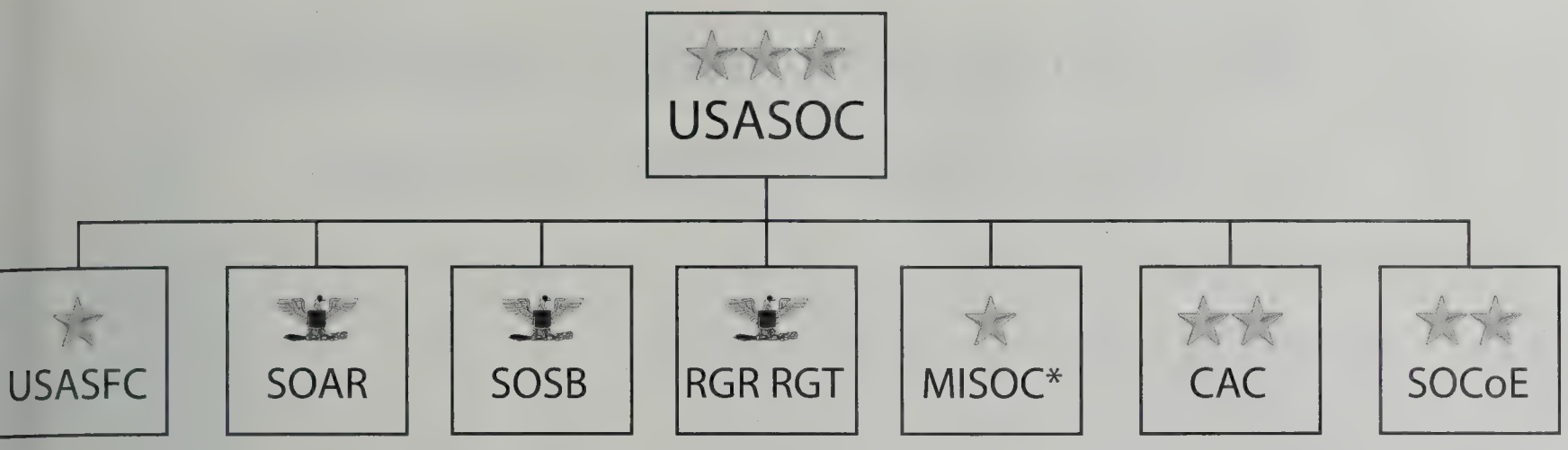
Before the standup of the 85th Civil Affairs Brigade and assignment of USACAPOC(A) to the Army Reserve, all continental United States-based civil affairs forces resided under a single multicomponent command. Army civil affairs forces must be unified under, and assigned to, a single command in order to mitigate the realignment shortcomings; provide unity of command, unity of effort and unity of purpose; gain efficiencies; and optimize suppor to special operations and conventiona forces.

Establishment of the U.S. Army Civil Affairs Command (USACAC under USASOC will serve as the sin gle unifying command for all conti nental United States-based Army civi affairs forces, both SOF and GPF. Un der this construct, and by the author ity of the Secretary of Defense, all civi affairs forces assigned to USASOC will once again be designated as SOF The USACAC will serve as the foca point for synchronizing Army civil af fairs operations globally in support o joint force commanders' civil military objectives. With some modification t support multicomponent civil affair requirements, USACAPOC(A) head quarters will provide the commanc and headquarters infrastructure fo this reintegrated command.

The basis for the designation as SOI is both statutory and historical. Sectio 167 of Title 10, United States Code designates civil affairs as a special op erations activity insofar as it relates t special operations. This section alsc stipulates that SOFs are designated a such by the Secretary of Defense. Re markably, the Secretary of Defense ha designated only one brigade as SOI while the preponderance of the Army's civil affairs force is designated as GPF.

If civil affairs is inherently a specia operations activity and a core compe tency of SOF, it is incongruous to desig nate a force that is staffed, trained, orga nized and equipped to perform thi activity as anything but SOF. Such des ignation, however, does not preclud civil affairs forces from supporting GPF

Unifying the Army's civil affair force under a single command within USASOC mitigates and erases many o the gaps and shortcomings regarding civil affairs proponency. According t Army Regulation 5-22, the comman dant of the U.S. Army John F. Kennedy Special Warfare Center and School (US AJFKSWCS) is designated as the Army



*Presumes realignment of the MIS force under USASOC

orce modernization proponent for civil ffairs. The Vice Chief of Staff of the rmy approved USAJFKSWCS's request to be designated as the Army's pecial Operations Center of Excellence SOCoE). As the Army force modernzation proponent for three career mangement fields (CMF)—CMF18 (Spe-ial Forces), CMF37 (Psychological Operations) and CMF38 (Civil Affairs)—USAJFKSWCS cited its responsibility to integrate doctrine, organization, training, materiel, leadership and education, personnel and facilities for each branch as a primary reason for esignation as a center of excellence. ssigning all CMF38 forces to USSOC facilitates and enhances the SOCoE ability to perform its proponent unctions and responsibilities. Furthermore, realignment minimizes, if not liminates, the SOF-GPF and Major orce Program (MFP) 11-MFP 2 funding dichotomies. Unifying the force ests the operating force and the generting force functions within the special operations command structure.

Consolidating the Army's civil affairs force under a single unifying command within USASOC fully integrates the force, enhances and optimizes the force's ability to support the joint force commander in shaping the operational environment, and improves its operational effectiveness in preparing for and meeting future threats from the tactical to the strategic level. Unification can be accomplished by assigning all Army civil affairs forces to USASOC under the USACAC and designating them as SOF. Utilizing USACAPOC(A) as the foundational structure for the USACAC limits growth requirements and resource expenditures, and provides the force structure experience and expertise necessary to function at this level of command. It is further suggested that the deputy commanding general position and, ultimately, the commanding general position of USACAC be designated to rotate between civil affairs-qualified active component and Army Reserve general officers.

Lastly, since 2006, civil affairs has undergone numerous studies and assessments (the Center for Strategic International Studies study, SOCOM-Joint Forces Command capabilities-based assessment, U.S. Army Training and Doctrine Command Analysis Center, Fort Leavenworth, Kan., study), and each has identified flaws in the Mission Command structure. By following the blueprint of MISOC, civil affairs has the opportunity to nullify a failed experiment by unifying the force. □

Dale E. Walsh is a civil affairs plans specialist for the Army Civil Affairs and Psychological Operations Command (Airborne). A retired Army officer, he has served in a variety of Infantry, psychological operations and civil affairs positions. He is a veteran of Operation Joint Endeavor and Operation Enduring Freedom.

1-800-336-4570

That's the toll-free number to call AUSA national headquarters. The AUSA Action Line is open 8:30–5:00, Monday through Friday, except holidays. If you have a question about AUSA, give us a call.



Using Theater Security Cooperation To Develop Strategic Leaders

By COL David W. Pendall

A deeper appreciation and interaction with U.S. Embassies, offices of defense cooperation and our defense attachés, which serve as our resident national platforms in partner nations, can also serve to broaden and develop strategic leaders in our Army. A program to identify, select and repetitively place our highest potential officers for short immersive tours into these platforms should be pursued.

With a reduction of forward-deployed forces, there is an elevated importance of developing an experienced officer corps tuned into partner nation and regional security issues. The ability to routinely place officers in an in-country setting as a matter of professional development is increasingly valuable.

Security Cooperation And Capacity Building

Our security cooperation programs play an important role in our national security strategy, with 768 security cooperation officers (SCOs) operating in 148 countries. The SCOs are positioned to support and interact with partner militaries on a daily basis as well as interface closely with the U.S. Embassy staff and country team. The Defense Attaché Office (DAO), also resident within each SCO team, is led by a colonel or general/flag officer as the senior defense official, and has extensive interaction with the U.S. ambassador and other resident U.S. government elements, as well as with the geographic combatant command (GCC). SCO mission areas include foreign military sales activities; humanitarian projects in 82 countries; international students from 141 countries attending U.S.-sponsored training and educational events under international military education and training (IMET) activities; and support to the regional education centers such as the Marshall Center (Germany), Africa Center (Washington, D.C.), and the Asia-Pacific Center for Security Studies (Hawaii), to name a few.

The Army should expand officer presence within the defense attaché teams and offices of defense cooperation to broaden and develop regional experience. The immersive and substantive experiences these can offer are significant and include:

- The opportunity to observe U.S. foreign policy and instruments applied in country and the influence of the United States in the region through the eyes of the partner nation (TV, newspaper, Web, personal interaction).
- Understanding the partner nation's domestic and foreign security structures and systems as well as the supporting physical and informational infrastructure that enables regional access.
- Understanding security issues in a country and the greater region as viewed by the host country and the U.S. government, and an ability to discern differences in views and why they may be different, as well as where mutual concerns exist.
- Understanding foreign military sales and IMET, especially in light of the Army's regionally aligned force constructs.
- Familiarization with foreign military education systems and the qualities of partner military forces, including their senior headquarters staffers.
- Interaction with the embassy country team on a formal and informal basis.

A program of selected assignments would assist in professional broadening, allow officers to consider and evaluate trade-offs for potential use of military capabilities within a specific nation's security situation, observe firsthand the importance of efforts to prevent and shape, and witness whole of government application in foreign policy.

To be clear, there is no suggestion to create a "foreign area officer light" or "shake and bake" attachés, but there a real imperative to ground our opera tors—our future battalion, brigade an senior leaders—in the intricate detai and security interests of specific na tions and the broader regions that ma ter to the United States. The Arm should select high-potential officers t develop and refine their understanc ing of land force employment consic erations and gain a strategic context fc land power within an overall whole c government approach in a specific er vironment.

Any established immersive prograr must fit within the parameters of GCC's theater security and coopera tion plan and Army service componer command (ASCC) engagement prc grams. Officers could be deployed fc less than one year, with a program c three- to six-month tours being opt mal, especially if the officer follows th immersion with a professional caree course at the Command and Genera Staff College or the U.S. Army Wa College, or through any number of ir teragency fellowships or degree prc grams. Officers should have the oppor tunity to participate in immersiv programs at numerous points in thei careers—as captains, again as major and again as lieutenant colonels. Thes actions would be part of an ongoing ef fort to professionalize and credentia the officer corps of the 21st century.

In summary, the ability to place ou officers in these platforms will con tribute to their professional intellec tual development, advance profes sional growth in strategic thinking provide exposure to non-Army domi nant security structures, develop pee leadership and influencing skills, an provide an immersive experientia event.

Losing Developmental Opportunitie

In a question-and-answer session fol lowing his keynote speech at a Wash ington, D.C., think tank, Chairman o

he Joint Chiefs of Staff GEN Martin E. Dempsey raised the issues of losing our experienced junior leaders to the return to normal and losing the network of relationships and team-building skill forged from our last 10 or so years at war. GEN Dempsey said, "Today, you can't find a lieutenant that hasn't been partnered with somebody from USAID [the U.S. Agency for International Development] or the Department of State or Justice or any number of other agencies of government. ... The question I actually ask myself now is how in the world will we maintain that relationship. ... All of my soldiers are going to go back to Fort Hood and Fort Bragg and Fort Lewis, and all the State Department folks are going to go back to Foggy Bottom, and never the twain shall meet unless we do something about it. ... As a leader development issue, I think we owe it to ourselves and our nation to do something about that."

Cautions and Criticisms

As with any initiative that challenges the status quo and current structures, there are challenges and counterarguments to consider. Most are bureaucratic in nature, either holding the current promotion system and career progression timelines as constraints to such a proposal, or highlighting the fact that augmenting the embassy and SCO platforms with the short-term placement of officers would place undue burden on the administrative processes of already small staffs. Other arguments center on the logistics and life support constraints in supporting additional personnel as well as the burden SCOs may be forced to undertake in order to train these officers to not misrepresent the United States or U.S. interests when interacting with a host nation or nongovernmental players in country.

To alleviate concerns and mitigate perceived training shortfalls, the emphasis on selecting and preparing these officers should reside within regionally aligned force headquarters in direct coordination with the regional ASCC and GCC. Selection of the right officers matters. Selected officers should flow from home station, through the ASCC, then through the combatant command for orientation and review of program goals as well as in-country task specifics, and then into the designated SCO/embassy.

* * *

The operating environments of the 21st century create different security frameworks and force employment considerations from those experienced in the past. While different, the expectations of our Army and the military as a whole remain constant: provide a return on our nation's security investment. To do that means implementing an institutional approach to developing strategic leaders to serve, advise, collaborate and lead across the U.S. government and its allies, as well as placing those developed senior leaders in positions to produce security in context with the security dilemmas and national interests at stake. One way to achieve this goal is to fully use the national security platforms in 163 nations around the world—our State Department embassies, our security cooperation offices and our defense attachés. In this way, officers will be more intellectually equipped to fully maximize educational experiences across the spectrum—Command and General Staff College, U.S. Army War College, academic or interagency fellowships, internships, and self-study



"If we accept their gift, we'll have to give *them* one."

toward advanced degrees. Even more valuable, through this program of regular returns to our embassy, security cooperation and attaché platforms, officers with the greatest potential will be increasingly knowledgeable in interagency and joint security policy issues and have a greater perspective as peer leaders among non-Army organizational leaders and staff.

We should continue to support and develop our best officers by using our theater security strategies. From experiences gained outside our Army but within a national security construct, these leaders will be enabled and empowered to internalize a broader thought framework. This will ultimately build a cohort of strategic Army leaders with the enhanced capacity to serve at the highest levels of our Army and within joint and interagency positions as our nation expects and demands. □

COL David W. Pendall *is a military intelligence officer serving as an Army Senior Service College Fellow in the Massachusetts Institute of Technology's Security Studies Program. He has served operational and combat tours in Bosnia, Qatar, Iraq, Turkey and Afghanistan. In addition, he has worked with U.S. Embassy country teams, defense security cooperation offices and U.S. defense attachés in five countries.*

Robert M. Gates to Receive 2013 Marshall Medal

The Association of the U.S. Army has selected Dr. Robert M. Gates, former Secretary of Defense, as the recipient of the 2013 George Catlett Marshall Medal. The Marshall Medal, the highest honor AUSA bestows, is awarded annually to an individual who has exhibited selfless service to the nation.

AUSA's Council of Trustees will present the award to Dr. Gates in recognition of his outstanding service during the conflicts in Iraq and Afghanistan as well as his deep and sincere interest in—and support of—the members of the armed forces and their families. The presentation will take place October 23 at the George Catlett Marshall Memorial Dinner, which is the culmination of the three-day AUSA Annual Meeting and Exposition, held at the Walter E. Washington Convention Center in Washington, D.C.



DoD

"As an exceptional patriot who served his country during our nation's most volatile, challenging, complex and turbulent times—including the global war on terrorism and an era of constrained financial resources—Secretary Gates, the 22nd Defense Secretary and the 15th CIA director, displayed extraordinary and singular abilities, including uncommon dedication, diplomacy, and strategic and tactical expertise," AUSA President GEN Gordon R. Sullivan said.

Born in Wichita, Kan., Dr. Gates received a bachelor's degree in history from the College of William & Mary, a master's degree in history from Indiana University, and a doctorate in Russian and Soviet history from Georgetown University.

Dr. Gates was recruited by the CIA while in graduate school and joined the organization in 1966. He left briefly to serve as an intelligence officer for Strategic Air Command, then rejoined the CIA as an intelligence analyst. He spent nearly 27 years as an intelligence professional. From 1991 until 1993, he served as director of the CIA. He is the only career officer in CIA history to move from an entry-level position to director. Following his retirement from the CIA, Dr. Gates worked as an academic and lecturer. His autobiography, *From the Shadows: The Ultimate Insider's Story of Five Presidents and How They Won the Cold War*, was published in 1996. From 2002 until 2006, he was president of Texas A&M University.

Nominated as the 22nd Secretary of Defense by President George W. Bush in 2006, he was confirmed with bipartisan support and continued to serve in that position at President Barack Obama's request. Upon his retirement as Secretary of Defense in 2011, Dr. Gates was awarded the Presidential Medal of Freedom, the country's highest civilian honor.

"Secretary Gates' unparalleled accomplishments and his extraordinary career in intelligence and national defense, and as an educator, author and scholar, exemplify the tradition of soldier-statesman GEN George Catlett Marshall and make him truly deserving of the Marshall Medal," GEN Sullivan said. "We at AUSA are proud and honored to recognize him as the great American he is." □

2013 ARMY Magazine Photo Contest

Sponsored by the Association of the U.S. Army

The Association of the U.S. Army is pleased to announce its annual ARMY Magazine photo contest. Amateur and professional photographers are invited to enter.

The winning photographs will be published in ARMY Magazine, and the photographers will be awarded cash prizes. First prize is $500; second prize is $300; third prize is $200. Those who are awarded an honorable mention will each receive $100.

Entry Rules:

1. Each photograph must have a U.S. Army-related subject and must have been taken on or after July 1, 2012.
2. Entries must not have been published elsewhere. Evidence of prior publication of any entry will disqualify it.
3. Each contestant is limited to three entries.
4. Entries may be 300-dpi digital photos, black-and-white prints or color prints. Photographs must not be tinted or altered. (Send digital photos to jbenitz@ausa.org.)
5. The minimum size for prints is 5x7 inches; the maximum is 8x10 inches (no mats or frames).
6. The following information must be provided with each photograph: the photographer's name, address and telephone number, and caption information.
7. Entries must be mailed to: Editor in Chief, ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201-3385, ATTN: Photo Contest.
8. Entries must be postmarked by July 31, 2013. Letters notifying the winners will be mailed in September.
9. Entries will not be returned.
10. Employees of AUSA and their family members are not eligible to participate.
11. Prize-winning photographs may be published in ARMY Magazine and other AUSA publications three times.
12. Photographic quality and subject matter will be the primary considerations in judging.

For further information, contact Jennifer Benitz (jbenitz@ausa.org), ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201; (703) 907-2604.

For examples of past winners, see www.ausa.org/publications/armymagazine/aboutarmy/Pages/ARMYMagazineAnnualPhotoContest.aspx

GEN Glenn K. Otis, 1929–2013

GEN Glenn K. Otis, U.S. Army retired, a former commanding general of U.S. Army Training and Doctrine Command (TRADOC) and commander in chief, U.S. Army Europe and Seventh Army/commander, Central Army Group, died February 21 at the Carlisle (Pa.) Regional Medical Center of a heart attack and other complications resulting from an aneurysm. He was 83.

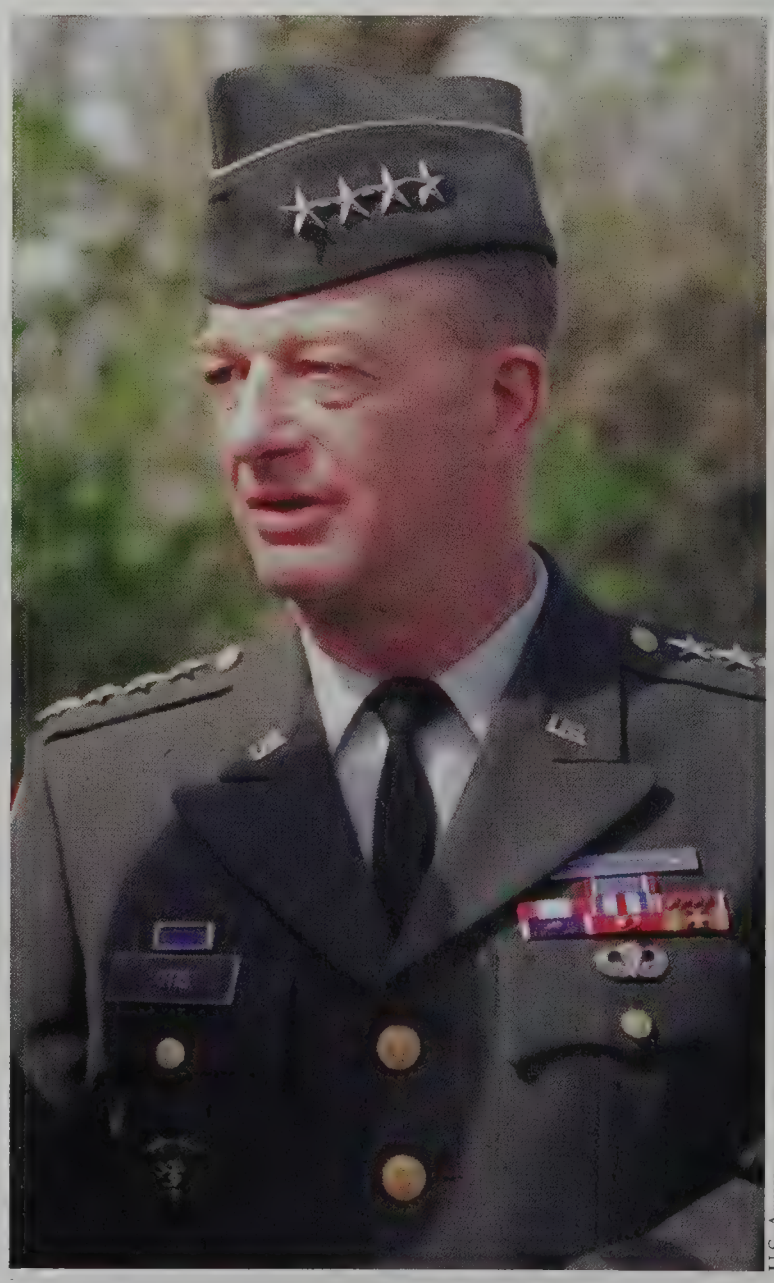
"GEN Glenn Otis was a soldier's soldier who served his country and his Army with distinction and dedication for more than four decades," said AUSA President GEN Gordon R. Sullivan.

"As the third commander of U.S. Army Training and Doctrine Command [TRADOC], he followed his predecessors, GEN Bill DePuy and GEN Donn Starry, by perfecting the AirLand Battle Doctrine that formed the basis for the Army's warfighting doctrine in Europe. This doctrine was the forerunner of today's full spectrum operations."

GEN Otis enlisted in the Army in 1946 and served three years on occupation duty in Korea. He was selected from the ranks to attend the U.S. Military Academy at West Point, N.Y., from which he graduated in 1953. After the usual company-grade junior officer assignments, he earned a master's degree in mathematics from Rensselaer Polytechnic Institute and then served with the 1st Cavalry Division in the Demilitarized Zone in the Republic of Korea. In 1965, GEN Otis was one of the first student officers to earn a master's degree in military art and science from the Command and General Staff College.

As a lieutenant colonel, GEN Otis commanded the 3rd Squadron, 4th Cavalry, 25th Infantry Division, during the Tet Offensive of the Vietnam War. Faced with an enemy battalion of 600 Viet Cong soldiers while defending Tan Son Nhut Air Base, his squadron repelled the attack, killing 300 and taking 24 prisoners. For his "extraordinary heroism and devotion to duty" he was awarded the Distinguished Service Cross. He also received the Silver Star, three Purple Hearts, the Legion of Merit and eight Air Medals for his service in Vietnam.

Promoted to brigadier general in 1974, GEN Otis directed the XM-1 Tank Task Force during the upgrading of its engine and weapons systems. He served as deputy chief of staff, Combined Arms Combat Development Agency, Fort Leavenworth, Kan., from 1976–78, was promoted to major general and commanded the 1st Armored Division from 1978–79. As a lieutenant general he was chosen to be deputy chief of staff, operations and plans, Department of the Army, from 1979–1981 before becoming commanding general of TRADOC. From 1983 to his retirement in 1988, during the height of the Cold War, GEN Otis was commander in chief, U.S. Army Europe and Seventh Army.



U.S. Army

After retiring with more than 40 years of Army service, GEN Otis was a member of the Defense Science Board and chairman of the Board on Army Science and Technology at the National Academies. He was a senior fellow of AUSA's Institute of Land Warfare and testified before Congress on military matters many times. He received the 2004 Distinguished Graduate Award of the West Point Association of Graduates.

"His command experience," said GEN Sullivan, "and his visionary approach to the way the Army should fight and win on the battlefields of today and into the future emphasized the indispensable role of land power and the unquestioned value of our soldiers with 'boots on the ground.' He will be truly missed, but his legacy to the Army, our fighting men and women, national defense, and the nation will live forever."

GEN Otis is survived by Barbara, his wife of nearly 60 years; three children; and four grandchildren. A memorial mass was held February 27 at St. Patrick Catholic Church in Carlisle. □

Historically Speaking

When Budgets Plunge

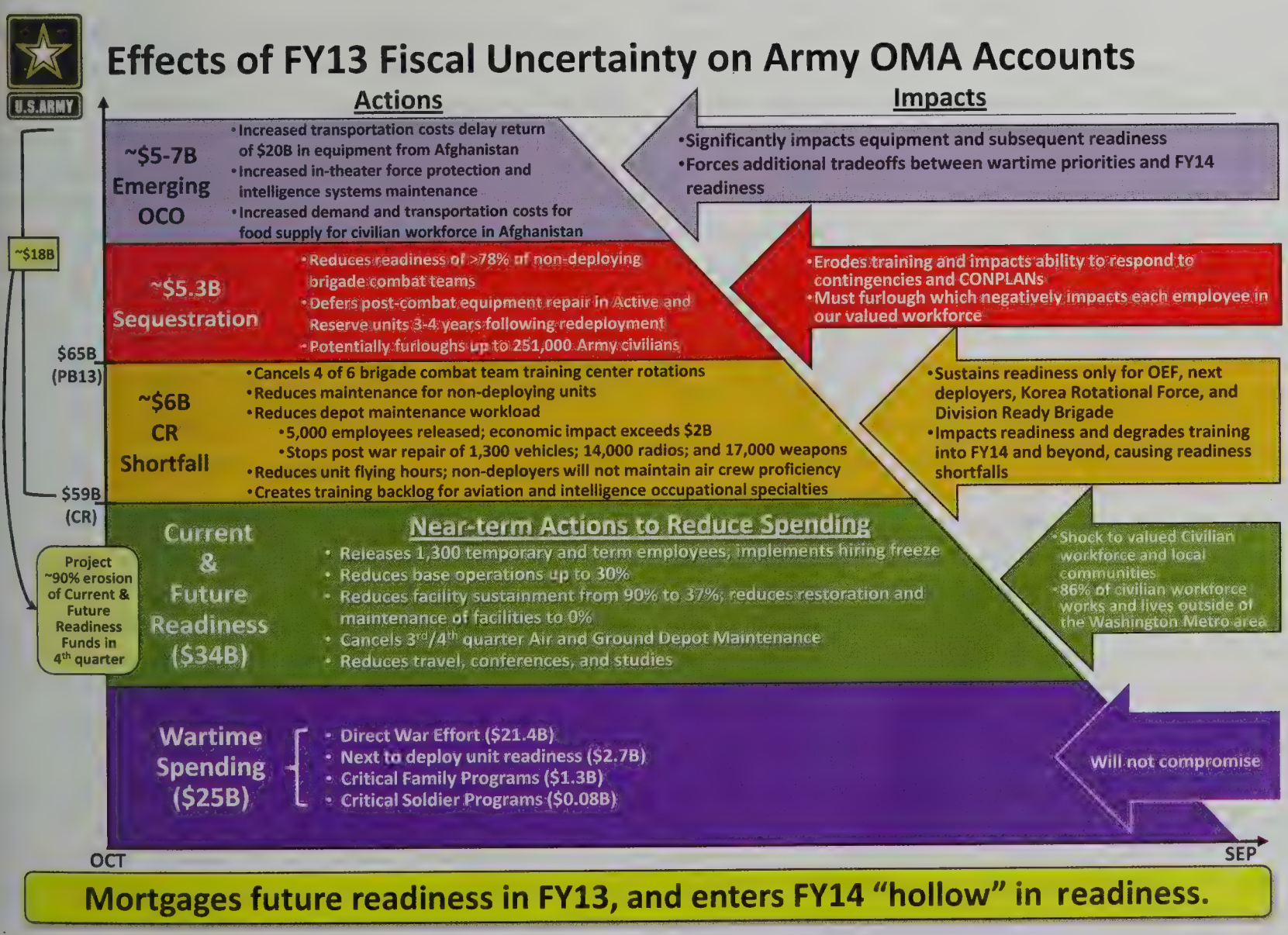
By BG John S. Brown
U.S. Army retired

I have been looking at a thoroughly intimidating PowerPoint slide provided by Army staff entitled "Effects of FY13 [Fiscal Year 2013] Fiscal Uncertainty on Army OMA [Operations and Maintenance, Army] Accounts." By the time you read this article, political and administrative deliberations may well have changed the numbers and details on this slide—perhaps for the better, perhaps not. The slide suggests a shortfall of about $18 billion, or 23 percent. Even if this were halved, it still would exceed the percentile reduction of the overall Army budget in 1975, the year we terminated ground operations in Vietnam. Anyone who remembers buying a Coke for a nickel knows how perilous it is trying to compare budget deliberations across time, but the past can inform the present, even on this complexity-fraught ground. For your consideration, I make five observations: We have been here before; budget cuts have strategic implications; we forfeit the future first; recovery must be planned rather than wished for; and austerity makes education even more important.

We Have Been Here Before

The U.S. Army Center of Military History's *Kevlar Legions: The Transformation of the U.S. Army, 1989–2005* contains a foldout chart entitled "The Army Budget, 1905–2005 (Annual Percent Change)." The chart is premised on the notion that one can't reliably compare budgets across time. The relative value of money with respect to particular types of line items changes irregularly, and the Army, in any given era, pays for different things in different proportions. These perturbations count for far less year by year, however. Thus it is valid to compare percentile increases and decreases in budgets across broad spans of time, even if it makes less sense to directly compare two budgets separated by a decade or more.

Following this logic, we find our budget dropped about 24 percent coming out of the Philippine insurrection; plunged 72 percent the year after World War I and averaged a further drop of 45 percent in each of the following two years; dropped 45 percent and then 67 percent in the two years fol-





DoD/D. Myles Cullen

From left, GEN Martin E. Dempsey, Chairman of the Joint Chiefs of Staff; Robert F. Hale, DoD comptroller; and GEN Raymond T. Odierno, Army Chief of Staff, prepare to testify on the impact of sequestration before the Senate Armed Services Committee in Washington, D.C., in February.

lowing World War II; dropped 20 percent in each of the two years following the Korean War; averaged a 10 percent decrement in each of the five years coming out of Vietnam; and dropped nearly 20 percent followed by 15 percent and 8 percent each year after Operation Desert Storm, respectively. Bear in mind that the post-World War I decrement followed a whopping 1,288 percent increase, and the post-World War II decrement followed three years of increases averaging 365 percent. The largest recent increase in the Army's budget was 37 percent in 2003 and was largely absorbed by unprogrammed requirements in Iraq. The budget cuts being contemplated now will be historically significant and comparable to those of earlier watershed events.

Budget Cuts Have Strategic Implications

Each spate of budget cuts just described was associated with a profound change in strategic posture. The period following World War I was associated with isolationism and an acceptance of military incapacity outside our hemisphere. Following World War II, we were mesmerized by the prospect that atomic monopoly made ground warfare obsolete—until we lost the monopoly and North Korea embarrassed us on the ground. Following the Korean War, we reverted to the ostensibly cheaper, nuclear-heavy "New Look," which proved less than helpful in Vietnam. Following Vietnam, we cut more gently but over a longer period and ended up with the "Hollow Army." After Desert Storm, we dismantled and deactivated our massive forward presence in Europe while enhancing the strategic mobility of the residual force; on balance, this worked. The slide "Effects of FY13 Fi cal Uncertainty on Army OMA Accounts" and its supportin documents communicate considerable detail but less of a bi picture. What are the long-term strategic implications of th economies it describes?

We Forfeit the Future First

Notably and laudably, "Effects of FY13 Fiscal Uncertaint on Army OMA Accounts" expresses a firm intent not to com promise ongoing missions. The direct war effort, the train-u of units deploying next, and related family and soldier pro grams will be fully funded. There is no time-out in world a fairs. Through the Cold War, the 1990s and into today, th Army has been called upon to deploy worldwide and exe cute challenging missions. Soldiers in harm's way rightl have priority in all things, and the present mission trumps a other considerations. The situation is similar to that of th British Empire between World Wars I and II. With an empir to police and limited resources, the British devoted their re sources to one colonial crisis after another. Meanwhile, th Germans were not nearly as encumbered and singularly fo cused on preparations for warfare of a nature the British di not envision. The British paid the price for their unprepared ness in blood, as did we. The slide we are discussing note we "mortgage future readiness in FY13, and enter FY14 'hol low' in readiness." This is an important insight and part of larger whole.

Recovery Must Be Planned Rather than Wished For

The Army has never profited from being moribund jus because money was tight. GEN George C. Marshall fa mously said that after World War I the Army had lots of tim and no money, and during World War II it had lots of mone and no time. The trick is to plan ahead for the moment whe money and other resources will flow again, so what doe come can be spent quickly, wisely and well. The mobilizatio plans and Army training program of World War II offer case in point. Without the prewar efforts of the Army staf and Army school system, the rapid—yet relatively effi cient—expansion of the Army would not have been possibl during war. The so-called post-Vietnam renaissance similarl demonstrated thinking ahead, featuring an intellectua framework that gelled before there was money to spend o it. The transformation of the U.S. Army from 1989 throug 2005 was a conscious application of this phenomenon. Re lentless spiral development provided prototypes of "wha right looked like" for a digitized expeditionary Army. Whe money flowed once again, the model was there. Howeve damaging the current round of budget cuts may be, we mus be prepared to react effectively when the tide reverses.

Austerity Makes Education Even More Important

Austerity brings powerful incentives to focus on the pre sent. As previously stated, current missions trump invest ment in the future. Far and away the most important invest ment, however, is in future Army leaders. No one knows th course future events will take or the specific requirements o

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***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. Author of* Kevlar Legions: The Transformation of the U.S. Army, 1989–2005, *he has a doctorate in history from Indiana University.*

he future battlefield. Only education imbues the capability nd flexibility to master change rather than be mastered by t. Marshall understood this and devoted tireless energy to electing and educating future leaders. He quipped that World War II was won in the Army school system. Other uccessful leaps, such as the post-Vietnam renaissance and he transformation to a digitized expeditionary Army, de- ended heavily on education for the future. Incidentally, pre- ious expansions have amply demonstrated that the most difficult stratum to effectively grow is that of line noncom- missioned officers E-6 and above. Much of what officers and echnicians do is transferable from civilian life, but NCOs re- quire a unique combination of personal leadership and ands-on mastery of particular equipment. The noncommis- sioned officer education system must get every bit as much ttention as the U.S. Army War College as we prepare for an ncertain future.

"Effects of FY13 Fiscal Uncertainty on Army OMA Ac- counts" suggests enormous decrements to the training of units not immediately deploying, the force generation cycle, the training base and the sustainment base. Our units, as they now exist, are praetorians in the absence of legions. In other words, they are very good, but there are not many of them and there is no practical source from which to replenish them. The National Guard and Army Reserve have been ab- sorbed into the operational force, and the weight of a dozen years of war has been borne by a tiny few making recurrent rotations. Mobilization mechanisms lie moribund. Now, the proposal is to intensively train only the units that are actually deploying. More broadly oriented field training of major units not deploying will diminish or disappear entirely. Our praetorians are in danger of becoming one-trick ponies: ex- cellent at what they are doing now but only experienced within a narrow frame. What if they encounter a different en- emy, circumstances they have not prepared for or a battle- field they have not anticipated? What if they take significant casualties? The ongoing budget cuts will represent yet an- other watershed for the Army. History can inform us with re- spect to the way ahead, but does not provide a blueprint. The current generation of Army leaders must come to solu- tions of their own through analysis and introspection. Hope- fully, the lessons of the past will help them on their way. ★

Recommended Reading

Brown, John S., *Kevlar Legions: The Transformation of the U.S. Army 1989–2005* (Washington, D.C.: Center of Military History, 2011)

Stewart, Richard W., *American Military History, Volume II: The United States Army in a Global Era, 1917–2008* (Washington, D.C.: Center of Military History, 2009)

Weigley, Russell F., *History of the United States Army* (New York: Macmillan, 1967)

ARCIC/AUSA

WRITING CONTEST

The Army Capabilities Integration Center (ARCIC) is seeking to identify, discuss and influence the outcome of significant defense issues that affect the U.S. Army. To allow for more direct participation in the public debate of defense-related issues, ARCIC and the Association of the United States Army (AUSA) are once again cosponsoring a writing contest. The submission of quality manuscripts is encouraged.

Contest participants may choose from four themes:

- The Network as a Weapon and Mission Command;
- Asia–Pacific and the Middle East;
- Special Operations Forces and General Purpose Forces Integration; and
- America's Next First Battles in 2030–2040.

Papers must be original, unpublished and between 5,000 and 10,000 words, with a one-page synopsis and a brief biography of the author. The deadline for submission is 31 May 2013. A cash prize of $1,000 will be paid to the winner, and all papers will be submitted to AUSA's Institute of Land Warfare for possible publication.*

** Essays submitted by individuals employed by/assigned to ARCIC and by individuals employed by AUSA national headquarters may be considered for publication by AUSA, but those individuals will not be eligible to receive the cash prize.*

The United States Army neither states nor implies any endorsement of the Association of the United States Army, the Institute of Land Warfare or any other nonfederal entity participating in this event.

Paper Submissions

on disk only to:
ARCIC Initiatives Group
ATTN: J. Wiseman
Room 4105B, Building 950
950 Jefferson Ave
Fort Eustis, VA 23604

or e-mailed to:
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For more information, visit www.arcic.army.mil

SSG Clinton L. Romesha Receives Medal of Honor

In a February ceremony at the White House, President Barack Obama presented former SSG Clinton L. Romesha with the Medal of Honor for his actions in repelling an insurgent attack during a 12-hour firefight in eastern Afghanistan's Nuristan Province near the Pakistan border in October 2009. Romesha led some 50 other soldiers in the fight against more than 300 Taliban fighters who attacked Combat Outpost Keating in the remote Kamdesh district of Nuristan. Although wounded, Romesha fought to protect the bodies of the fallen, provide cover to those who were wounded and reclaim the American outpost from the insurgents who had breached its perimeter. Romesha is the fourth living servicemember to receive the medal—the nation's highest military honor—for actions in either Operation Enduring Freedom or Operation Iraqi Freedom.

An Army website honoring Romesha contains his medal citation, a profile, photographs and a 3-D simulation of the "battlescape." Visit www.army.mil/medalofhonor/romesha.



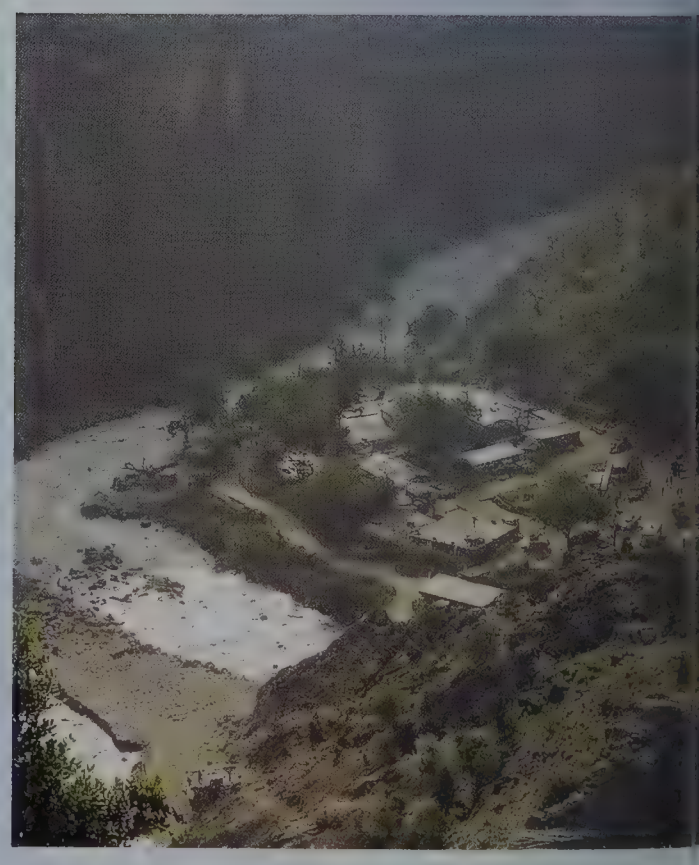
U.S. Army/Leroy Council

Above: President Barack Obama awards the Medal of Honor to former U.S. Army SSG Clinton L. Romesha during a ceremony at the White House. SSG Romesha received the award for actions during the Battle of Kamdesh at Combat Outpost Keating, Nuristan Province, Afghanistan, October 3, 2009. Romesha was a section leader with Bravo Troop, 3rd Squadron, 61st Cavalry Regiment, 4th Brigade Combat Team, 4th Infantry Division, at the time of the battle. Combat Outpost Keating is pictured below.



U.S. Army/SPC John Martinez

Above: From left, then-Secretary of Defense Leon E. Panetta and Secretary of the Army John M. McHugh present SSG Romesha and his wife, Tammy, with a framed photograph of him and a copy of his Medal of Honor citation during his induction into the Pentagon's Hall of Heroes.





Courtesy of SSG Armando Avalos

Left: Members of Red Platoon, 61st Cavalry Regiment, including SSG Romesha (far left), after the 12-hour-long battle at Combat Outpost Keating in 2009. Below: SSG Romesha patrols the perimeter outside Combat Outpost Keating in the Hindu Kush mountains of Nuristan Province along the Afghanistan-Pakistan border.



U.S. Army



Courtesy of SSG Armando Avalos



Courtesy of 1LT Brad Larson



Courtesy Photo

Center left: The Medal of Honor is the nation's highest military honor. Left: SSG Romesha, Red Platoon's lead scout, conducts a perimeter patrol outside Combat Outpost Keating.

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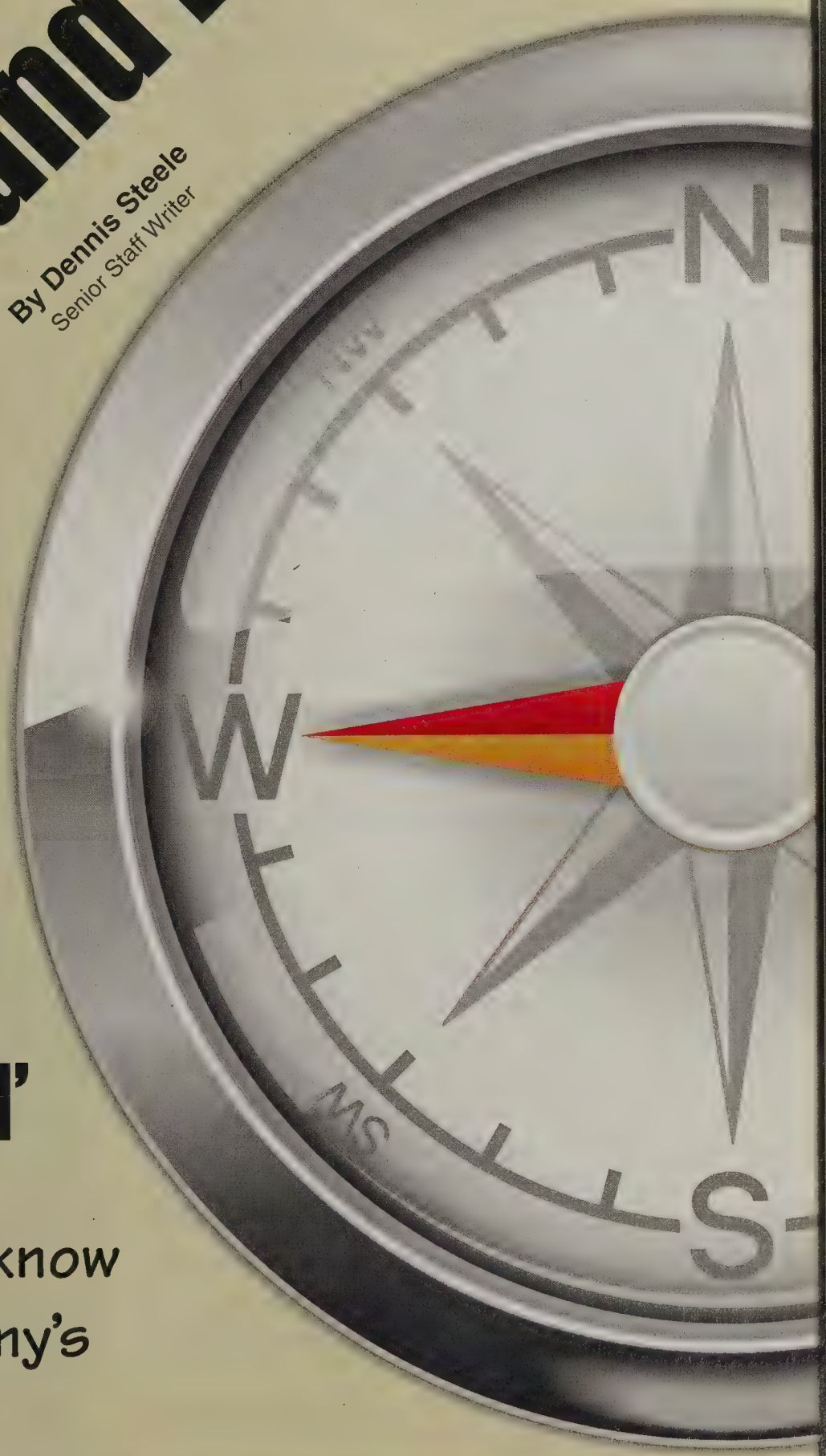
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The ARMY Magazine Hooah Guide to Pacific Land Power

By Dennis Steele
Senior Staff Writer



'Bollywood to Hollywood'

What you need to know about the U.S. Army's Pacific rebalance

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For the Army, it's a Pacific *Reset*, Not a Pacific *Refocus*

In January 2012, the Defense Department issued an overarching strategic construct called *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*, which erected the framework for long-term U.S. defense planning, based on a presidentially directed review.

The document's broad objectives, signed into effect by President Barack Obama as Commander in Chief, set into motion a spectrum of second and third orders of effect, such as out-year planning and budgeting within the individual services. The initial maximum order of effect, however, was to create somewhat of a misconception concerning the plan's overall holistic approach.

Here's why: The document made several key references to the intent of making an Asia-Pacific shift in America's political-military defense strategy, and that is what made the news. Lumping all the references together—and extracting *only* those references—gave the general impression that the United States was pretty much pulling up stakes everywhere else and heading toward the Pacific at full steam. Not so.

After the dust has settled somewhat, it is clear that the strategy's approach is more pragmatic than pioneering.

First, the document made a point of saying that the United States would remain focused on the Middle East (and Southwest Asia by inference) because that whole chunk of the globe remains highly "volatile" (which is a bureaucrat's euphemistic understatement for being so crazily unpredictable and massively dangerous that it should keep us all awake at night).

Second, the document (in so many words) also went on to state that America would continue to attend to its strategic security business in Europe, Africa, South America and pretty much everywhere else. The gist is that America will continue its security overwatch globally and surge attention and resources where needed when needed. While doing that, however, recognition was given that the United States will need to crank up the rheostat in the Asia-Pacific Theater over time and bit by bit to beef up its efforts in that very large and growingly important theater because it is a long-term strategic priority—counted in the coming decades, not the coming months.

For the Army, it is really a Pacific strategic *reset*, not a Pacific strategic *refocus*.

The circumstances are simple: The United States has large—but finite—military resources, and for more than a decade, the broad measure of those resources went to fight the wars in Iraq and Afghanistan, directly or supportively.

Specifically concerning the Army, the combat deployment rotation demand was so high that units which were traditionally aligned with the Asia-Pacific region went into the deployment rotation like every other unit. Formations based in Hawaii, Alaska and South Korea and on the U.S. West Coast were put into the perpetual train-deploy-recover-train-deploy-recover combat cycle year after year. (It was the same for European based units, too.) Now that we have completely redeployed from Iraq and deployment demands in Afghanistan are reduced, however, those units are being freed for reemployment in their traditional theaters.

For the U.S. Army in the Pacific, all this is far less of a Pacific shift than it is just getting back to business. The Army never left the Pacific, but many of its resources did.

You can find the entire *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense* document here: www.defense.gov/news/Defense_Strategic_Guidance.pdf.

For More Information

Scattered throughout this ARMY Magazine guide are links to websites where you can get additional information. Visit them. The Hooah Guide serves as a crushingly condensed mash-up of basic information to get you interested in an entertaining way (hopefully) and to point out sources for more—lots more—information.

You can find ARMY Magazine's site through this shortened URL: goo.gl/yJ4R8. It will be where you can download a PDF version of this guide, either as our current issue or in the future in the ARMY Magazine archive, filed under the April 2013 issue.

AUSA's website is www.ausa.org, and we are also on Facebook (www.facebook.com/AUSA.org), Twitter (twitter.com/AusaNational) and Pinterest (pinterest.com/AUSA1/).

By the Numbers: U.S. Army Land Power in the Pacific
U.S. Army Pacific (USARPAC) 'Prevent, Shape, Win' Forces

Pacific Theater Overview

- **The world's three largest economies:** United States, China and Japan
- **The world's four most populous countries:** China, India, United States and Indonesia
- **Seven of the world's 10 largest armies:** China, India, North Korea, South Korea, United States, Vietnam and Burma
- **Five of the seven U.S. Mutual Defense Agreements:** Australia, Philippines, Thailand, Japan and South Korea
- **21 of the 27 defense chiefs in the theater are army officers.**

Prevent

- **Trained and ready forces** (South Korea, Alaska, Hawaii, Washington):
  —2 divisions (25th and 2nd Infantry Divisions)
  —9 brigade combat teams
  —2 combat aviation brigades
  —11 multi-functional brigades
- **Mission Command headquarters capacity**
  —Theater Army (USARPAC) (Hawaii)
  —I Corps (Washington)*
  —I Corps (Forward) (Japan)
  —Field Army (Eighth Army) (South Korea)
  —2 Army force headquarters (U.S. Army Japan and U.S. Army Alaska)

  *Additionally, I Corps is projected to be Defense Department certified as a joint task force headquarters during fiscal year 2013.
- **Homeland defense responsibilities:** Hawaii, Alaska and U.S. territories and interests in the Pacific
- **Enduring capability**
  —Theater enabling headquarters: sustainment, air/missile defense, signal, military intelligence, engineer, medical and military police
  —Army prepositioned stocks: Japan, South Korea and Diego Garcia
  —Power projection: Washington, Hawaii, Alaska and Japan

Shape

- **24 large-scale exercises with 14 of 36 countries in the region**
- **Development of partner capacity in 21 countries (fiscal year 2011 data)**
  —Subject matter expert exchanges with 19 countries
  —54 U.S. & partner soldier exchange assignments
  —Seven U.S. soldiers attended four partner army schools
  —192 Asia-Pacific soldiers attended U.S. Army schools
  —70 Asia-Pacific Counter Improvised Explosive Device Center training events with seven countries
- **Six countries partnered with the U.S. National Guard states and territories**
  —Mongolia with Alaska
  —Thailand with Washington
  —Philippines with Hawaii and Guam
  —Bangladesh with Oregon
  —Indonesia with Hawaii
  —Cambodia with Idaho
- **134 engagements with 34 countries**
- **More than 40 executive engagements with 18 Asia-Pacific countries**
- **Humanitarian assistance and disaster-relief assets**
  —Contingency response headquarters (Hawaii and Japan)
  —Forward stocks
  —Engineer/medical/civil affairs expertise

Win

- Support ongoing operations to defeat al Qaeda affiliates in the Philippines and throughout South and Southeast Asia.
- If prevention fails, USARPAC rapidly projects and sustains unified land force capabilities to win decisively.

USARPAC: Rebalancing the Army's Asia-Pacific Role

Planning has been ongoing for ramping up U.S. Army participation—leadership in several respects—within the United States' multifaceted approach to increasing Asia-Pacific engagement. Several initiatives have already started, including increases in key-leader engagements, partner-nation conferences and training exercises with allies and friends in the U.S. Army Pacific (USARPAC) area of responsibility (AOR). USARPAC leaders have continued to point out that such initiatives never stopped; however, the forces and resources necessary to conduct them were diminished because of national strategic priorities related to the wars in Iraq and Afghanistan. As it regards a rebalancing toward the Army's traditional Asia-Pacific Theater responsibilities, USARPAC has gotten those forces back, which increasingly gives U.S. Pacific Command (PACOM) a full range of options and opportunities to use Army forces in the Asia-Pacific AOR, rebuilding overall strategic capacity in that theater.



U.S. Army leaders and U.S. diplomatic experts discussed the current Asia-Pacific situation during an Institute of Land Warfare contemporary military forum on the Army's role in the future of Asia-Pacific engagement. Following are excerpts from that forum.

In his introductory remarks, LTG Francis J. Wiercinski, USARPAC commanding general, set the stage for the discussion.

"Quotable"

"For the Army, we consider this a logistics theater. It's the tyranny of distance: 16 time zones, 9,000 miles—Bollywood to Hollywood."
—LTG Francis J. Wiercinski, Commanding General, U.S. Army Pacific

"Rebalance, the pivot, the shift, the refocus, whatever you want to call it, for us and those of us in the Asia-Pacific, we never left, and, for us, we're just talking about [a] refocus. It's not about what we're getting; it's what we're getting back," LTG Wiercinski began. "We have been a little busy in the last 11 years, and over those 11 years, U.S. Army Pacific has deployed over 170,000 soldiers into the fight, and rightfully so. It was our national priority," he continued.

"PACOM commanders … did not have (an) Army, did not have that weapon system in their quiver as part of the engagement, the exercises and the opportunities with our allies, partners and friends in the Pacific.

"The United States Army is back," he explained. "The 25th Infantry Division is home. … I Corps has been realigned back into the Pacific. In October of last year, Eighth Army came under the Title 10 responsibilities of U.S. Army Pacific and gave us one Army service component command in the Pacific. With our 70,000 soldiers, the PACOM commander now has his Army in the Pacific."

The USARPAC commander added, "Most people, when they think of the Asia-Pacific, think of our Navy and Air Force, our brethren … but it is an Army theater. Seven of the 10 largest armies in the world are in the Pacific. Of the 28 nations that have militaries in our area of responsibility, 27 of those nations are army dominant. Twenty-one of the 28 chiefs of defense are army generals. We in the United States Army deal in the human domain—the land and human domain—60 percent of the world population, 60 percent of the world's economy and growing daily."

New USARPAC Commander Will Wear Four Stars

In March, the Senate confirmed the nomination of LTG Vincent K. Brooks for appointment to the rank of general and assignment as the commanding general, U.S. Army Pacific. When nominated, he was serving as the commanding general, U.S. Army Forces Central Command/Third Army. A command grade elevation shows the increased importance of land power in the Pacific.

LTG Wiercinski added, however, that a rebalance to the Pacific is not limited to the U.S. military and that it is a team effort.

"This is a whole of government approach," he noted. It started with the President, Secretary of State, Secretary of Defense, and it's traveled through all the departments. We in the military are one part of that, and we in the Army are one part of our military.

"For the Army, we consider this a logistics theater," he added. "It's the tyranny of distance: 16 time zones, 9,000 miles, Bollywood to Hollywood as we would say … an Army that not only has its own operational requirements and operational commissions but also has Title 10 responsibilities for all of our services in the Pacific, and those Title 10 responsibilities are predominately in the logistics arena through the PACOM commander.

"So how do we get about this?" he continued. "We are starting to energize ways of strategically prepositioning equipment, stocks forward, [which] allows us to train with our partners, allies and friends without being pre-stationed or forward based in foreign countries … [and] there is a huge appetite to be training and engaging with the United States Army. If the equipment is forward positioned and forward postured, we better meet our Title 10 responsibilities; we reduce the cost of exercising across this tyranny of distance that we call the Asia-Pacific, and we are postured and better prepared should ANY contingency arise. We are now working this very, very closely, particularly as we draw down from Iraq and Afghanistan and start to move equipment, that we have a place for it. Between our governments, we are discussing this with our allies and our partners [to find] the best strategic options."

LTG Wiercinski said, "You've heard the U.S. Army Chief of Staff talk about realignment of forces and having those elements—brigade combat teams, major command and control headquarters—available in the quiver of the PACOM commander. For us, the big mover in the area—and welcome back—is I Corps. It is clearly focused now on the Pacific and now is going to be exercised completely in our area of responsibility. The 25th Infantry Division is back on Oahu, back to being 'Tropic Lightning,' back to being the Pacific's division. And, of course, Eighth Army, the 2nd Infantry Division and all of their enablers [again are] focused every single day on being prepared to fight tonight.

LTG Robert B. Brown, commanding general of I Corps, based at Joint Base (JB) Lewis-McChord, Wash., also made introductory remarks to the forum. In part, he said, "There's no doubt that we're excited to be the first corps in this regional alignment … the first corps that's assigned to a combatant commander. [I Corps is] actually assigned to PACOM—of course synchronized and working through USARPAC and with Eighth Army as well. We'll be the operational level headquarters.

"For us, it's prevent, shape and win," LTG Brown continued. "Be ready to win, but we want to prevent and shape across the Pacific.

"The PACOM commander wants us to be JTF (joint task force) certified. That gives the combatant commander a lot of flexibility to have a joint task force certified corps. We're building up for that … and next summer in *Talisman Saber* [a combined/joint exercise held every two years with the command and control lead alternating between the United States and Australia] we'll do our JTF certification," LTG Brown noted. He added that I Corps units will be participating in up to eight exercises during 2013 throughout the Asia-Pacific AOR.

For More Information

In two parts, the video of the entire Institute of Land Warfare Contemporary Military Forum: Army and Asia-Pacific Engagement Rebalancing can be viewed through these links:

- www.dvidshub.net/video/159049/asia-pacific-engagement-part-1
- www.dvidshub.net/video/159048/asia-pacific-engagement-part-2

The panel members were LTG Francis J. Wiercinski, commanding general, USARPAC; James Moriarty, Department of State, retired, former Special Assistant to the President for Asia; LTG John D. Johnson, commanding general, Eighth Army; Thomas Kelly, Department of State, Principal Deputy Assistant Secretary, Bureau of Political-Military Affairs; LTG Robert B. Brown, commanding general, I Corps and Joint Base Lewis-McChord, Wash.; Brigadier Barry McManus, Australian Defense Force attaché; MG Frank D. Turner III, commanding general, U.S. Army Security Assistance Command.

Video Part 1

Video Part 2

The Army's Face to the World: Logisticians on the Front Line of Engagement? Who Knew?

It is easy to think that major conferences, key leader engagements and large exercises with allies, partners and friends are the only ways that U.S. Army forces in the Pacific are conducting the overall engagement strategy. Sure, aircraft, ships and troops moving around grab most of the attention; however, an Army command based at Redstone Arsenal, Ala., has been consistently and quietly conducting important and little recognized engagement activity that bit by bit and day by day has made a great impact.

The command is U.S. Army Security Assistance Command (USASAC), a subordinate command of U.S. Army Materiel Command (AMC), and it is responsible for managing security assistance programs and foreign military sales (FMS) programs for the Army to build partner capacity, support combatant command engagement strategies and strengthen U.S. global partnerships. Security assistance is a national program executed by the Defense Department under the supervision and direction of the State Department, and each service component handles its relevant slice.

The U.S. FMS and security assistance programs are complex, and related activity is conducted on a worldwide basis through a range of individual programs, large and small, which have been authorized by Congress and the White House to help hundreds of countries over the course of several decades.

For More Information

Find out a lot more about "The Army's Face to the World." A fact sheet is available at this website: www.usasac.army.mil/Documents_fldr/USASAC_FactSheet_July2012_.pdf. (This is the shortened URL: goo.gl/uluxe.) The U.S. Army Security Assistance Command's website is here: www.army.mil/info/organization/usasac/.

Army Security Assistance Command Fact Sheet

Army Security Assistance Command Website

A narrow view of the equation is that if a nation likes our military stuff, it will like us; however, it's really a people business. FMS and related activity begin personal interaction and relationship building.

When the Army is tasked to sell or otherwise transfer equipment to another country, USASAC coordinates delivery, maintenance support and training on the equipment involved. It dispatches logistics, technical and training teams to get the military personnel of that partner country up to speed. A tailored contingent of Americans works with and alongside those foreign troops daily until the mission is complete. That's why USASAC has adopted the slogan "The Army's Face to the World." The U.S. personnel involved are not only providers and trainers, but they are also, in a real sense, ambassadors—in some cases, perhaps the first and only Americans with whom those foreign troops will interact and form their overall opinion about the United States. Those small contingents of USASAC logisticians, technicians and instructors are on the front lines of the U.S. partnering and engagement strategy.

AMC in the Pacific

The U.S. Army Materiel Command (AMC) has significant assets in the Asia-Pacific region. Two Army field support brigades (AFSBs) directly support the theater: the 403rd AFSB in South Korea and the 404th AFSB at Joint Base Lewis-McChord. These AFSBs coordinate, synchronize and integrate all the support that AMC provides to the theater. AMC also has two contracting support brigades (CSBs) stationed in the theater: the 411th CSB in Korea and the 413th CSB in Hawaii, which do all the contracting and acquiring equipment, supplies and services to support the mission.

Additionally AMC's Surface Deployment and Distribution Command has the 5990th Transportation Brigade in Hawaii, which manages all the surface moves in support of door-to-door container and break bulk cargo movement in the theater.

AMC also is actively involved in assisting the Department of the Army in managing the prepositioned stocks in the theater.



Partnering in the Pacific Theater:

Maintaining Peace and Stability Is the First Line of Defense

U.S. Army Pacific developed a white paper that outlines USARPAC's role and lines of effort in carrying out U.S. Pacific Command's engagement strategy.

It is titled "Partnering in the Pacific: Assuring Security and Stability through Strong Army Partnerships" and states that its purpose is "to share USARPAC's vision and design for contributing to the efforts of the United States and our allies and partners to attain peace and security in the Asia-Pacific."

USARPAC's commanding general, LTG Francis J. Wiercinski, released the white paper in April 2012, stating in his endorsement letter addressed to Army leaders:

"Our Army's proud and distinguished heritage in the Asia-Pacific extends back to 1899 and includes 63 campaigns in the region—more than anywhere else outside the Americas. Over that span, partnerships with neighbors, friends and allies always proved decisive to our nation's success. That remains true today."

He went on to state that USARPAC "is about more than winning conflicts; we strive to prevent them. The greatest victory is that of peace over war, of stability over conflict. The general regional peace that USARPAC helped to underwrite since the end of World War II through our partnerships and deterrence capability contributed to the unparalleled economic growth and development that the peoples of this vast region enjoy today."

He added that USARPAC "remains committed to maintaining these most basic conditions of shared prosperity: peace and stability. At the same time, we maintain the capability to act decisively in response to any contingency."

He continued, stating that "USARPAC continues to track regional dynamics and engage daily with our broad range of allies and partners in the Asia-Pacific environment. This white paper reflects a thorough examination of how we can best cooperate with our traditional partners in the region while also building new relationships to prevent conflict and future wars."

LTG Wiercinski noted that the white paper is a reflection of current thinking and a living document with approaches changing to meet changing conditions. He concluded by stating: "Operational art is the application of creative imagination by commanders and staffs to employ military forces. That has been our goal in the development of this white paper."

The white paper is summarized in the pages that follow.

Partnering in the Pacific Theater

In making a diplomatic, economic and military rebalance to the Asia-Pacific region, the United States faces significant security challenges, but it is not alone in facing these challenges. It has a base of allies and partners that form the bedrock of peace and stability in the theater. Meanwhile, defense cooperation with new and emerging partners continues to expand, offering new opportunities for training and collaboration to address challenges in the theater.

The Asia-Pacific region may look like an air/maritime dominant theater; however, among Asia-Pacific nations, the land components of their armed forces are traditionally the largest and most influential. To build the most effective partnerships with these army-dominant forces, America's Asia-Pacific defense strategy must include a well-resourced, ground-centric dimension that is best postured to influence and interact with these nations.

Strong land force partnerships have been and will remain critical to America's strategic success. The U.S. Army is positioned to leverage land force-dominant defense partnerships. Through an expansion of exercises and engagement activities, the U.S. Army (with allied support) can build partnerships while simultaneously offering a visible regional partnership with partner nations.

USARPAC's programs and initiatives improve U.S. Army and partner readiness, reinforce alliance commitments, assure regional nations that we intend to maintain stability, and strengthen cooperation with emerging partners. By demonstrating our interoperability and willingness to train and respond together, USARPAC fosters credibility, trust and confidence in U.S Army, allied and partner capabilities.

Working with other U.S. service components, U.S. Army National Guard and Army Reserve and the U.S. State Department embassy country teams, USARPAC assumes the unified land force leadership role to work alongside our allies and partners to foster conditions that prevent, mitigate and respond to crises and assure security and stability in the Asia-Pacific Theater.

The United States cannot "surge" trust, confidence and influence. Trust, confidence and influence are built over time through a deliberate process that requires years of interaction at many levels. That process begins with establishing and maintaining a rotational presence to develop familiarization, situational awareness and mutual understanding.

USARPAC's bilateral and multilateral exercises—combined with senior-level dialogues, seminars, advisory and expert exchanges, humanitarian assistance and disaster-assistance training and real-world crisis response operations—demonstrate commitment, credibility and capability and promote trust.

While they are crucial elements, trust and confidence do not represent an end-state. Trust and confidence provide a strategic foundation to achieve the "Engage and Partner" line of effort (LOE). Engage and Partner is USARPAC's primary LOE to achieve a stable and secure Asia-Pacific and support the PACOM Theater Campaign Plan.

USARPAC defines the Engage and Partner LOE as "Using Army bilateral and multilateral security cooperation operations, actions and activities (OAAs) to assure security across the Asia-Pacific. Specifically, engagement OAAs are conducted to dissuade or deter potential adversaries, enhance credibility, strengthen partner capabilities for self-defense and coalition operations, improve information sharing, and provide U.S. forces with peacetime and contingency access."

Five broad enduring outcomes underpin USARPAC's goals for the Engage and Partner LOE:

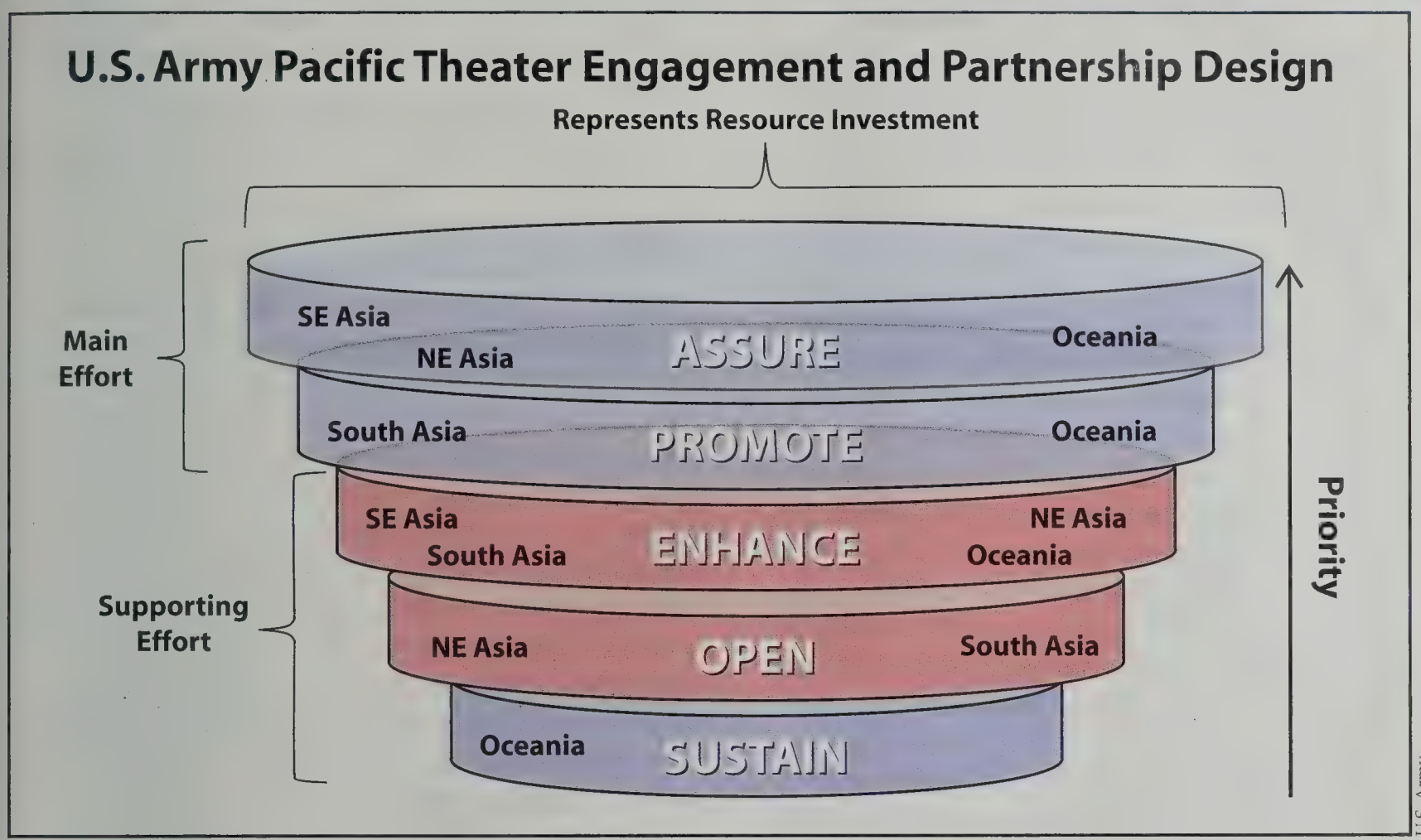
- Enhanced allied and partner capabilities.
- Partner capabilities leveraged to enhance regional security.
- PACOM operational and training access preserved.
- Limited harmful military influence.
- Regional force posture-enabled to deter aggression.

For More Information

The entire USARPAC Partnering in the Pacific Theater document in PDF format is available here: www.usarpac.army.mil/pdfs/Partnering%20in%20the%20Pacific%20Theater.pdf. The shortened URL is: goo.gl/XlkBH.

Partnering in the Pacific Theater

Partnering in the Pacific Theater



USARPAC has designed a theater engagement operational framework to help define specific partnership objectives and to prioritize resources. The five framework categories are: *assure*, *promote*, *enhance*, *open* and *sustain*. (See the illustration above.)

Assure Allies and Partners

The highest focus is placed on partners with which the United States has formal defense treaty obligations or those partners recognized in defense guidance or legislation as playing a critical role in sustaining peace and stability in the region. Overall, this category represents relatively sophisticated and long-standing defense partnerships in which the U.S. seeks to assure partners of its mutual defense commitment. While these countries generally share a common threat perception, what sets this class of nations apart is a binding and durable commitment to take action together to counter shared threats.

Campaign objective for *assure* countries: USARPAC enables regional security/stability by upholding commitments with allies and key regional partners to provide trained, ready and interoperable forces for multilateral, unified land operations in order to prevent, mitigate and respond to transnational and regional threats.

The primary focus for *assure* partners is on maintaining and expanding unified land force interoperability at the tactical and operational level. This translates specifically into achieving the following effects:

Strategic effects:

- Deter aggression, coercion or provocative actions by potential spoilers.
- Shared language and government support for alliance and partnership commitments.
- Increased confidence and public support in mutual defense capabilities.
- Assure PACOM operational and training access.
- Long-term armaments cooperation.

Operational/tactical capability-related effects:

- Integrated combined Mission Command capability.
- Comprehensive understanding, sharing and standardization of tactics, techniques and procedures at division, corps, field army and theater army levels.
- Expanded combat training center-like training exchanges (to include live, virtual, constructive gaming).
- Formalized and/or frequent information sharing.
- Routine and frequent senior-level dialogues.

Partnering in the Pacific Theater

Promote Regional Leadership

Promote countries are the next highest focus for USARPAC's Engage and Partner LOE and also are identified as part of the main effort. These countries have stated aspirations to expand their regional influence—generally in common with U.S. interests—and have expressed their intentions and willingness to use their influence to assume a greater share of future regional security responsibilities. Their defense establishments demonstrate overall military resiliency and increased professionalism. This category includes countries with redefined U.S. defense partnerships in which the United States now seeks to *promote* key aspects of their military capacity to achieve their regional security aspirations.

Campaign objective for *promote* countries: USARPAC supports key regional partners to assume a multinational land force leadership role as net security exporters to prevent, mitigate and respond to threats and crises.

The primary focus of the *promote* defense relationship is on developing the capacity to lead and foster multinational crises response at the tactical and operational level. This translates specifically into achieving the following:

Strategic effects:
- Shared language and government support for partnership commitments.
- Increased confidence and public support for defense capabilities.
- Assured PACOM operational and training access.
- Expanded long-term armaments cooperation.

Operational/tactical capability-related effects:
- Ability to deny violent extremist organizations (VEOs) operating space.
- Capacity to lead, deploy and participate in small-scale multinational peacekeeping or humanitarian assistance/disaster-relief operations.
- Capacity to lead, deploy and participate in a small-scale contingency command post.
- Capacity to host multinational peacekeeping or humanitarian assistance/disaster-relief training exercises.
- Increased tactical-level interoperability for contingency operations and Mission Command activities.
- Frequent information sharing.
- Routine and frequent senior-level dialogues.
- Increased high altitude, desert, cold weather and jungle training opportunities for U.S. soldiers.

Enhance Critical Capabilities

The *enhance* category includes countries that have expressed a desire for a closer comprehensive security partnership with the United States but lack the military resiliency and capacity to exert significant military influence beyond their immediate borders. In many cases, these countries acknowledge the stabilizing influence of America's regional presence; however, direct or long-term employment of U.S. forces could be objectionable, infeasible or counterproductive. USARPAC seeks opportunities to improve relationships by *enhancing* specific capabilities, such as peacekeeping, humanitarian assistance or disaster relief. To maximize effects from its efforts, USARPAC seeks multilateral opportunities to enhance these partnerships when available. Sustained senior-level activities designed to foster relationships and encourage access are another means for USARPAC to use in engaging these countries.

Campaign objective for *enhance* countries: USARPAC *enhances* partner multilateral land force capacity and capabilities to develop military resiliency, address internal security challenges, and participate in regional peacekeeping, humanitarian assistance and disaster relief operations.

The primary focus of the *enhance* defense relationship is on further enhancing military professionalization and developing battalion-level peacekeeping and humanitarian/disaster-relief capacity for multilateral crisis response. Activities in these countries primarily focus on small-scale bilateral exercises and robust subject matter expert exchanges, such as medical, engineering, peacekeeping, disaster response and rule of law. This translates specifically into achieving the following effects:

Strategic effects:
- Shared language and government support for partnership commitments.
- Increased confidence and public support for peacekeeping operations (PKO) and humanitarian assistance/disaster-relief (HA/DR) capabilities.
- Assured PACOM operational and training access.

Operational/tactical capability-related effects:
- Ability to control borders and deny violent

extremist groups operating space.
- Increased Officer and NCO professionalism.
- Capacity to participate in small scale multinational peacekeeping or HA/DR and training events.
- Increased information sharing.
- Routine and frequent senior-level dialogues.

Open New Relationships

In the *open* category of countries, legislative and policy constraints on defense relationships limit USARPAC's ability to directly engage them. Engagement activities with these countries must be vetted and approved by PACOM and the Office of the Secretary of Defense for policy compliance and are often subject to political dynamics outside USARPAC's control. The countries themselves may have a policy to limit engagements with the U.S. military as a reflection of the state of the overall bilateral relationship. All these factors limit USARPAC's engagement activities to senior-level counterpart visits and medical, engineer and humanitarian assistance/disaster relief related exchanges—when allowed and where appropriate. However, USARPAC believes these countries hold the greatest potential for opportunity over the next decade and are critical keys to achievement of our overarching goals to prevent conflict and maintain regional peace. USARPAC continues to seek to open the lines of communication with these countries.

Indicators of a Strong Defense Partnership

- Shared Threat Perception
- Common Strategic Interests/Shared Policy Agendas
- Political and Public Support (Capacity and Will to Act on Common Interests)
- Military Resilience (Ability to Respond to Internal and External Threats)
- Consistent Mil-Mil Cooperation, Collaboration, and Senior-Leader Dialogue
- Operational and Training Access
- Support to PACOM Peacetime Operations
- Tactical and Operational Interoperability (Mission Command)
- Equipment/Armaments Cooperation
- Information Sharing

Campaign objective for *open* countries: USARPAC fosters responsible behavior through a focus on common security challenges and expands open lines of communication with the countries where relationships are constrained by U.S. legislative and policy constraints or by those countries' own policy decisions to limit mil-mil engagements with the United States. The primary focus of the *open* defense relationship is on further expanding senior-level dialogues and open lines of communication to develop greater understanding. This translates specifically into achieving the following:

Operational/tactical capability-related effects:
- Increased senior-level dialogues and counterpart visits to enable military diplomacy.
- Increased participation in multilateral PKO and HA/DR training events.
- Increased participation in subject matter expert exchanges.

Security cooperation activities in these countries will be executed on a case-by-case basis to build trust, familiarization and mutual confidence to enable regional cooperative and collaborative endeavors for a stable and secure Asia-Pacific environment.

Sustain Traditional Relationships

USARPAC seeks to *sustain* positive relationships with long-standing friends. In a resource-constrained environment, USARPAC will work alongside these countries in broader multilateral engagements in partnerships with joint, interagency, intergovernmental and multinational organizations while seeking to reallocate resources gained from improved capabilities with *assure*, *promote* and *enhance* countries to meet common security challenges.

Campaign objective for *sustain* countries: USARPAC sustains positive Army relationships and access in the Asia-Pacific countries with limited capacity to contribute to regional security.

Operationally, this translates into the following operational/tactical capability-related effects:
- Maintain essential senior-level engagements.
- U.S. Army support for regional humanitarian assistance/disaster-relief initiatives.
- Increase individual participation in professional military education and security force exchanges.
- Opportunities for multilateral information exchanges.

USARPAC Major Exercises



Balikatan

Annual bilateral exercise conducted with the armed forces of the Philippines. The engagement improves the capabilities of both countries to conduct joint, combined and interagency operations against traditional and nontraditional threats in support of a mutual defense treaty.

Cobra Gold

The PACOM/Joint Chiefs of Staff joint/combined multinational exercise is conducted annually in the Kingdom of Thailand, demonstrating the U.S. commitment in the region. The exercise builds participating nation capacity in peace enforcement operations, humanitarian assistance, and disaster relief.

Talisman Saber

Largest and most complex bilateral/joint exercise in the Pacific, conducted with the Australian Defense Force. The exercise certifies I Corps as a joint task force for PACOM and includes a large airborne assault demonstrating USARPAC's rapid response capability.

Ulchi Freedom Guardian

Annual exercise that enables United States and Republic of Korea forces to practice cooperation and interoperability, test the theater Army concept in the defense of South Korea, and maintain security in Northeast Asia.

Yama Sakura

Annual bilateral command post exercise that simulates Japanese-U.S. military operations required to defend Japan. Every winter, one of the five regional Japan Ground Self-Defense Force armies is joined by USARPAC to conduct the exercise in Japan and the United States.

Yudh Abhyas

Regularly scheduled bilateral exercise conducted with the Indian army. The exercise is designed to promote cooperation among the two militaries while sharing training and cultural exchanges and improving partnership readiness.

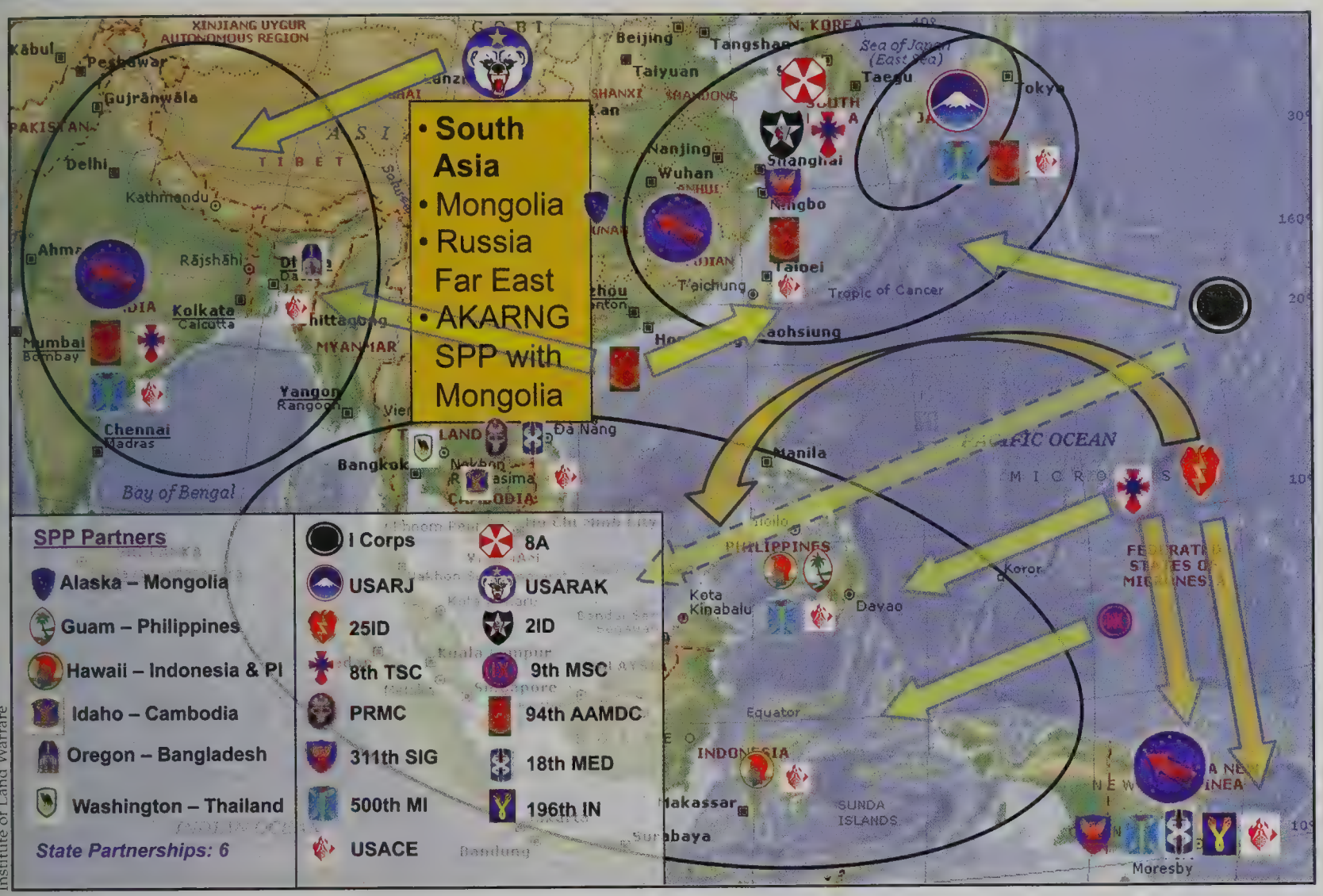
USARPAC: Spearheading Theater Military Engagement

U.S. Army Pacific (USARPAC) is the decisive theater land power force in the Asia-Pacific region, responsible for covering half the globe and inclusive of 36 countries.

Committed to the national rebalancing strategy in the Asia-Pacific region, USARPAC engages throughout the theater, providing trained and ready active and reserve component combat and enabling forces, and plays a key role in U.S. Pacific Command's theater security programs. With a line of effort to engage and partner in the region, USARPAC sets the conditions to prepare and posture for regional contingencies, creating goodwill and rapport with our regional army partners, and establishing the agreements necessary to train and safeguard U.S. Army forces.

USARPAC participates in 134 activities in 34 countries annually, and conducts more than 20 large-scale exercises with Asia-Pacific partners and allies. USARPAC also plays a vital role in homeland defense for Hawaii, Alaska and Guam.

USARPAC also has contributed humanitarian assistance/disaster relief throughout the region in times of need.



A USARPAC regional partnership concept depicts the general allocation of unit resources to regions within the Asia-Pacific Theater.

The Human Dimension: You Can't Drone It In

On the briefing map above, U.S. Army Pacific offers a general concept for regional partnerships using active and reserve components available as USARPAC theater Army assets.

In the left column, National Guard formations are noted as "SPP Partners," which means they are matched with individual nations under the Guard's State Partnership Program (SPP); however, they have further responsibilities under the concept. Along with other USARPAC units, they are shown as supporting general regions within the Asia-Pacific Theater. In several cases, units support more than one region.

Forward-based units—Eighth Army, U.S. Army Japan and their subordinate units—are aligned with their traditional partner nations with additional support from I Corps. Other units are shown on the map as deploying from their home bases to general areas of responsibility on an as-needed basis.

Of course, should a disaster-relief or humanitarian-assistance operation be necessary, USARPAC would surge units with required capabilities along with USARPAC's deployable command and control assets in accordance with requests from the affected country.

Regardless of the situation—routine military-to-military partnership activities or emergency assistance to the citizens of a country in need—the human dimension is the most important factor.

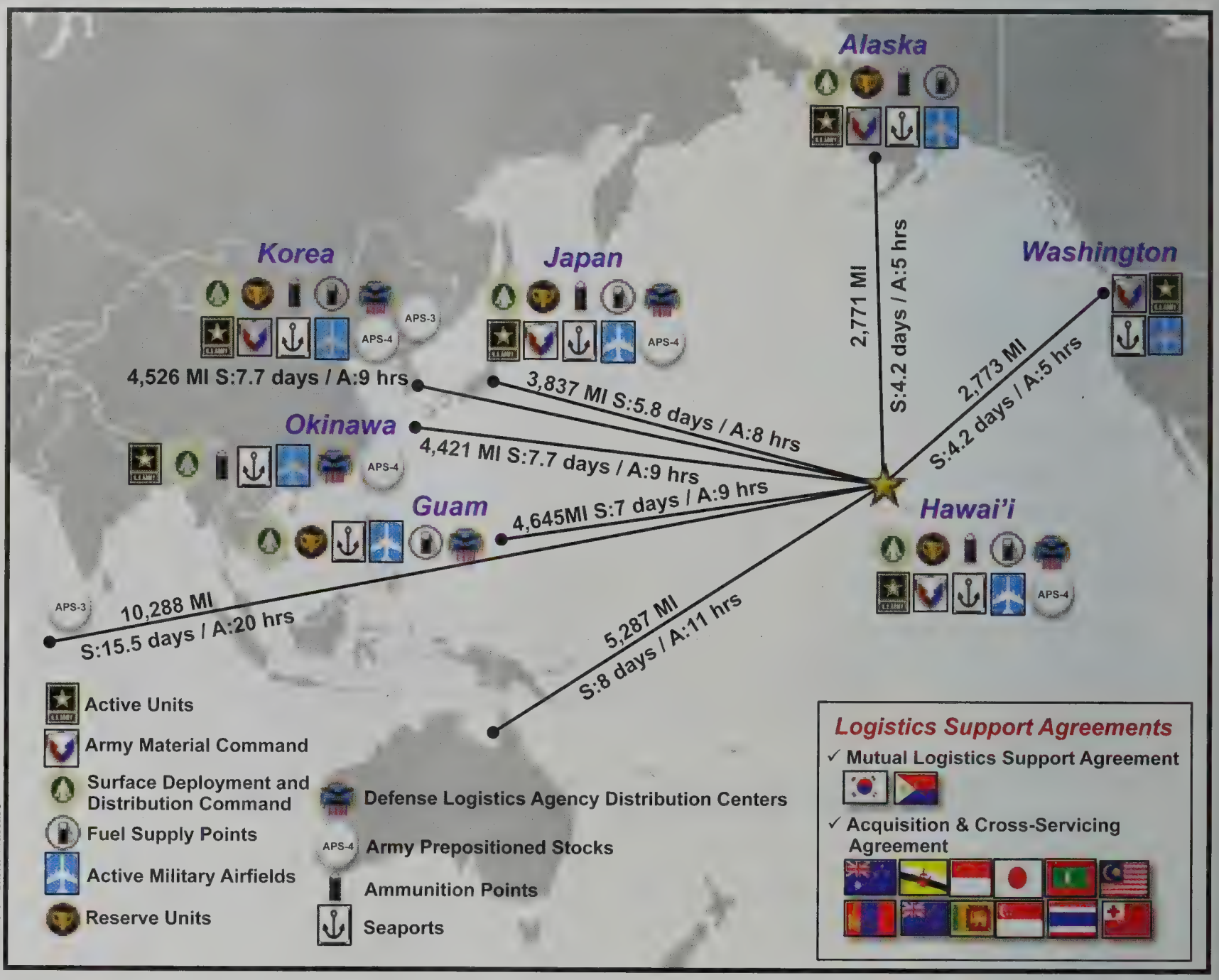
It takes people to help people, and that's what USARPAC brings to the table. Its soldiers and civilian specialists ARE the human dimension of Asia-Pacific partnerships and assistance, whether it's teaching counter-improvised explosive device or patrol tactics, techniques and procedures, feeding a family displaced by a flood, or bandaging a child injured in an earthquake.

For More Information

Official Website
U.S. Army Pacific

U.S. Army Pacific offers a lot of basic information on its website along with news about ongoing exercises and other events. Go to www.usarpac.army.mil.

Sustaining Land Power in the Pacific



Institute of Land Warfare

Challenges

- Full Spectrum Mission Set
- Disaster-Prone Geography
- Full Range of Terrain
- Costly Infrastructure Requirements
- Sheer Distance of Logistics Operations Centers
- Response Time and Transit from the Continental United States

Logistics is the Long Pole in the Tent

- Whole of Government Efforts
- Commercial Capabilities
- Joint Concepts of Support
- Army Logistics Theater Enabling Commands

Persistent Engagement + Forward Presence = Options

- Established Theater Networks
- Regional Support Plans
- Partners Across the Area of Responsibility
- Equipment in the Right Places
- Force Structure to Meet Known Requirements
- Force Structure for Unknown Requirements

Enduring Army Forces equals

- Sustainment in Depth
- Expeditionary Sustainment Command/Theater Sustainment Command/National Partners
- Support to Other Services
- Integration with Coalition
- Logistics Lead to U.S. Pacific Command

CSA Outlines Asia-Pacific Initiatives

Chief of Staff of the Army GEN Raymond T. Odierno emphasized the importance of the Asia-Pacific region to the United States while speaking to representatives of 27 Asia-Pacific countries who attended the Pacific Armies Management Seminar last summer.

GEN Odierno said:

"The American military has a long-standing legacy in this dynamic and critical region. Our commitment today is as strong as it has ever been, especially for the United States Army. We maintain a strong presence in the region with 66,000 soldiers assigned to our Pacific Command—actually, the largest contingent of any U.S. service. Additionally, the U.S. Army is moving to a regional alignment construct to augment assigned forces in this region and other regions. We are implementing this concept over the next few years to provide predictable and dependable capabilities to all combatant commanders, but specifically to our Pacific commander. It will include all capabilities such as operational headquarters that can serve as planning HQs, as well as joint task force and multinational HQs. We will also task-organize combat brigades to meet a variety of needs for the regional commanders. Furthermore, enabler units will provide specialized expertise such as aviation, engineering, logistics and medical support. The regional alignment will facilitate integrated planning and focused joint exercises, as well as the potential for scalable, rotational force packages in order to conduct multilateral training. Moreover, our soldiers will be better able to focus on and understand the cultures, languages and history of where they might operate, which the complexity of the strategic environment demands. In short, regional alignment builds expertise within the U.S. Army while augmenting the capabilities of our geographic combatant commands, thus reinforcing long-term partnerships with the hope of creating new partnerships with other nations in the Pacific.

"As has been the case with many of the nations represented at this seminar, strong military partnerships will continue to be important to our shared interests.

"Working together, we have tremendous opportunity to foster stability, mutual understanding, and transparency. We have many avenues in which to build bonds of trust, develop strong relationships, and further our capabilities."

ROK to Lead Defense

Under a standing agreement, the Republic of Korea (ROK) will take the lead of its territorial defense by assuming overall coalition command and control functions. Final details remain in negotiation, and the transition will take place over the next few years. In general, it will mean that the current Combined Forces Command will be functionally replaced (and, perhaps, in name also) by a South Korean-led military command and control structure with coalition forces acting under it in time of direct conflict. LTG John D. Johnson, commanding general of Eighth Army, said, "The U.S. role, the role of the United States Army, largely [will be] unchanged ... because our commitment to South Korea and our commitment to operational plans and contingency plans associated with South Korea are unchanged."

Meanwhile, Eighth Army has completed the transition of its Army service component command responsibilities to U.S. Army Pacific, which frees up Eighth Army to have an operational role. "A role that Eighth Army really hasn't had since the end of the Korean War," LTG Johnson said.

Australian General Joins USARPAC

Australian MG Richard M. Burr has been assigned to U.S. Army Pacific as deputy commanding general (operations). It is the first time that an allied officer has been assigned to a direct command responsibility position within USARPAC headquarters and shows the increasing ties between the United States and Australia.

MG Burr previously commanded the Australian Army's 1st Division and Deployable Joint Force Headquarters. His service includes command of Australia's Special Air Service Regiment.

He commanded the Australian Special Forces Task Groups in Afghanistan (2002) and during the invasion of Iraq (2003). In 2008, he became the first commander of the International Security Assistance Force (ISAF) Special Operations Force, which comprised all ISAF special operations forces in Afghanistan.

To Get a 'Go' On Pacific Land Power, You Need to Know:

The U.S. Army's Focus is "Prevent, Shape, Win." The U.S. Army as part of a joint force must prevent conflict by presenting a credible, capable and modern land power force that is not open to challenge across the full spectrum of warfare. The Army must engage with partners, help partners build the capacity to defend themselves and foster mutual understanding among all nations to shape the environment as an investment for the future. If conflict comes, the Army must win decisively.

It's a Reset, not a Refocus. U.S. Army Pacific never left the Asia-Pacific region, but many of its units and resources did. They trained and deployed to fight the wars in Iraq and Afghanistan for more than a decade. Now, USARPAC is getting these assets back and getting back to business as usual.

USARPAC's Engage and Partner line of effort. Five broad enduring outcomes underpin the Engage and Partner line of effort: Enhanced allied and partner capabilities; partner capabilities leveraged to enhance regional security; U.S. Pacific Command operational and training access preserved; harmful military influence limited; and maintaining a regional force that is postured to deter aggression.

USARPAC faces the "tyranny of distance." The Asia-Pacific area of responsibility is vast—more than 9,000 miles from east to west—all the way from Bollywood to Hollywood. Logistics is the key.

The human dimension of land power. The Army's primary operating system is the individual soldier. Engagement, humanitarian assistance, disaster relief and training operations are people-centric by nature, and the U.S. Army has the people to conduct these missions.

Association of the U.S. Army Information Sources

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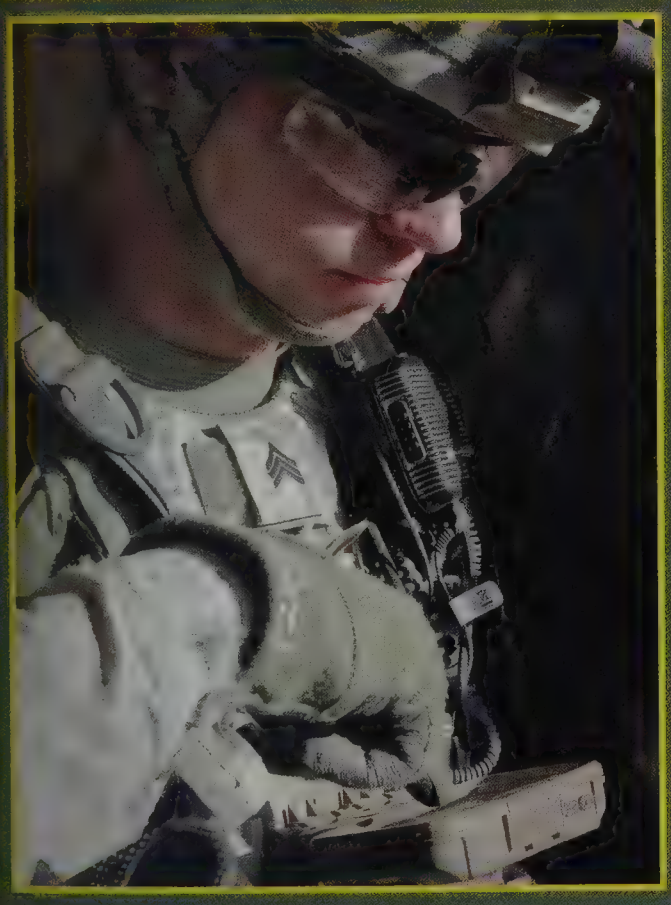
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The Pacific War
Forgotten Theater



The U.S. Army's of World War II



Soldiers from the 25th Infantry Division await word to advance in pursuit of retreating Japanese forces on Stepping Stone Island—part of the Solomon Islands of the southwestern Pacific Ocean—in September 1943.

U.S. Army Signal Corps/Schuman

By COL Cole C. Kingseed
U.S. Army retired

An iconic photograph of the American flag raised during the Battle of Iwo Jima, taken by Joe Rosenthal on February 23, 1945, remains the most visible symbol of the Pacific Theater in World War II. Observing the raising of the flag from the deck of an assault vessel, Secretary of the Navy James V. Forrestal turned to U.S. Marine Corps Gen. Holland M. Smith and said, "The raising of that flag on Suribachi means a Marine Corps for the next 500 years." Ironically, the historic victory at Iwo Jima also contributed to the eclipse of the enormous contribution made by the U.S. Army to the ultimate victory over Imperial Japan.

Over the course of the war, the Army deployed three field armies and 21 divisions in the Pacific Theater, excluding the units serving in the China-Burma-India Theater. Most of these forces had arrived before large-scale operations commenced in the Mediterranean and European Theaters. Moreover, the Army actually conducted far more amphibious landings in the Pacific than its sister service, the Marine Corps.



During World War II, hundreds of thousands of soldiers deployed out of Fort Mason, the headquarters of the San Francisco Port of Embarkation, to fight Japan in the Pacific. Over the course of the war, the Army deployed three field armies and 21 divisions to fight in the Pacific Theater.

Casualty lists reflected the severity of extended operations. From December 1941 through August 1945, the Army suffered 41,592 killed or missing in action and 145,706 wounded. Added to this total must be the Army Air Forces, which sustained 15,694 killed in action from 24,230 total casualties. Army losses in the theater were significantly higher—though not proportionally—than those suffered by the Marines, yet the Army's role in winning the war against the Japanese has been largely forgotten amid the carnage of the Pacific war. Why is this so?

Five major factors have contributed to the diminution of the Army's perceived role in the war that raged across the Pacific from 1941–1945: a "Europe-first" grand strategy directed by President Franklin Roosevelt; the maritime nature of the oceanic theater of operations; the cult of personality; unbalanced press coverage; and the savagery and racial tone of the combat in the war against Japan. These factors, combined with the barren and inhospitable battle sites in the Pacific and the difficulty of access for modern visitors and veterans, have tended to detract from the American public's comprehension of the scope of combat in the Pacific and the instrumental contribution of the Army to ultimate victory.

Europe-First Grand Strategy

Long before the Japanese launched the surprise attack against Pearl Harbor, Roosevelt had determined that in a global war against the totalitarian states of Japan and Germany, Germany posed a far greater threat to the United States' existence. On November 12, 1940, ADM Harold R. Stark, chief of naval operations, addressed a communication to Secretary of the Navy Frank Knox. Now remembered as the Plan Dog memorandum, Stark argued for an Atlantic-first strategy, promoted its acceptability to the Army and encouraged close coordination with the British. Within months, the President endorsed Plan Dog with slight modifications, and the document became the cornerstone of American military-political strategic thought during the war.

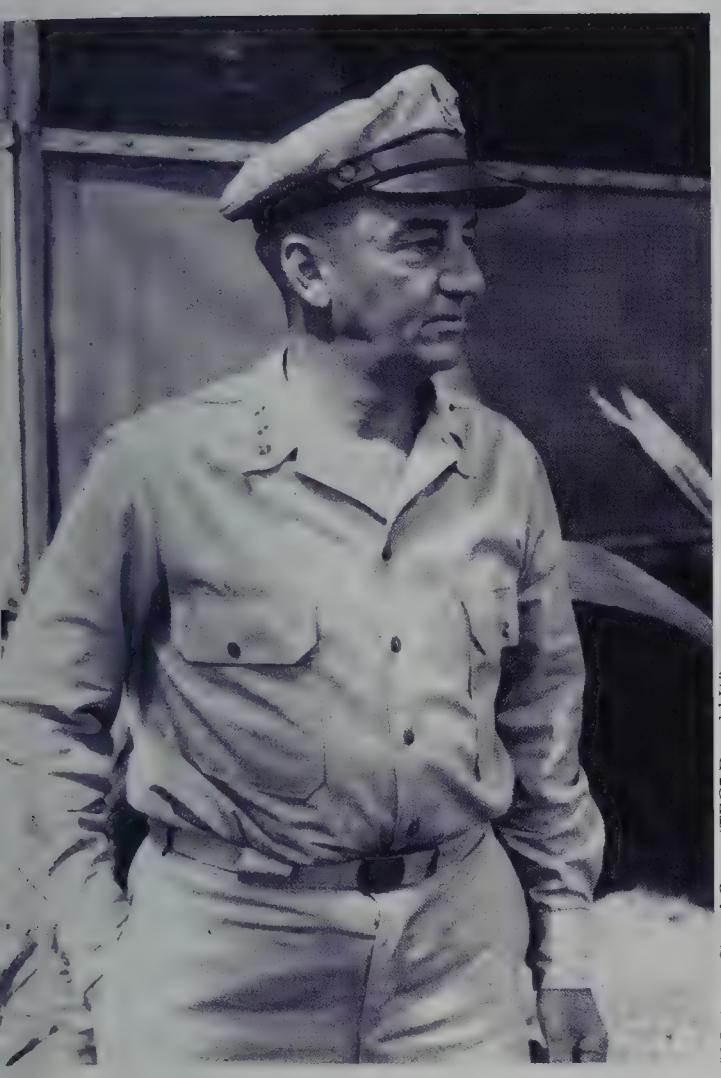
In Roosevelt's mind, the survival of Great Britain in the war against Hitler's Germany was tied to American vital interests. Not surprisingly, Roosevelt recognized this special relationship with Great Britain by initiating a secret correspondence with then-First Lord of the Admiralty Winston Churchill as soon as the European war began. By the spring of 1941, the American President approved the Destroyers for Bases Agreement and laid the foundation for materiel support to Great Britain in the form of the Lend-Lease Act.

After the attack on Pearl Harbor, Churchill hurried to Washington to confer with Roosevelt to ensure that the Europe-first strategy remained intact. The resulting Arcadia Conference in late December reaffirmed that "notwithstanding the entry of Japan into the war, our view remains that Germany is still the prime enemy and her defeat is the key to victory. Once Germany is defeated, the collapse of Italy and the defeat of Japan must follow."

The American public demanded immediate retaliation against Japan, and although Roosevelt maintained a Europe-first strategy throughout the war, comparable numbers of Army units deployed to the Pacific in order to stem the Japanese offensive. Once military bases were established in Great Britain to prepare for the cross-English Channel attack, however, the preponderance of the Army's effort was dedicated to the European war. Until that time, the total number of American servicemembers dedicated to the Pacific—including ground, naval and air forces—was roughly equal to those who deployed to the European Theater.

Though the Navy dedicated roughly 70 percent of its resources and the entire Marine Corps to the Pacific, only 37

COL Cole C. Kingseed, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.



U.S. Army Signal Corps/TEC5 Donald Witte



U.S. Army Signal Corps

Above left, LTG Robert L. Eichelberger was named commander of Eighth Army in September 1944. In photo at right, GEN Douglas MacArthur and LTG Walter Krueger, commander of Sixth U.S. Army, conduct an inspection in New Guinea in late 1943. Both Army-level commanders, Eichelberger and Krueger became more involved in tactical operations than their counterparts in the European Theater.

percent of the Army and Army Air Forces saw wartime service across the broad expanse of the Pacific Ocean and its adjacent waters. Not surprisingly, Army historians have tended to concentrate on the crusade in Europe, where the Army played the principal role in defeating Hitler, thus leaving the Pacific to the Marines and the Navy.

Maritime Nature of Pacific War

The maritime nature of the theater also proves instrumental in understanding why the Army did not focus as much on Pacific operations in the postwar analysis of its own contribution to winning World War II. The Pacific constituted a shared theater with the Marine Corps, with the Marines playing the prominent role in ground operations across the Central Pacific. The Army worked closely with the Marines in the latter stages of the Guadalcanal campaign and thereafter played a more critical role throughout GEN Douglas A. MacArthur's Southwest Pacific Area (SWPA) as MacArthur sought to return to the Philippines.

Until the campaigns to seize the Philippines (October 1944–45) and capture Okinawa (April–June 1945), the topography precluded the deployment of corps and Army-size units for the most part. Moreover, the small and fragmented scale of combat—and the unfamiliarity of the geography vis-à-vis Europe, with its continuous and easily comprehended flow of plans and operations—made it difficult to identify senior commanders since much of the combat centered at small unit levels to follow operations. In contrast to Europe, senior commanders such as LTG Robert L. Eichelberger and LTG Walter Krueger, both Army-level commanders, became more involved in tactical operations than their European counterparts.

In 1943, Eichelberger, the future commander of Eighth U.S. Army, characterized the fighting in the Pacific using a weary Army phrase: "Hurry up and wait." In the Southwest Pacific, Eichelberger stated that the American Army often hurried up and waited for many months. Famed war correspondent Ernie Pyle wrote, "One admiral said that directing this [Pacific] war was like watching a slow-motion picture. You plan something for months, then finally the great day came when you launch your plans, and then it is days or weeks before the attack happens, because it takes that long to get there."

Cult of Personality

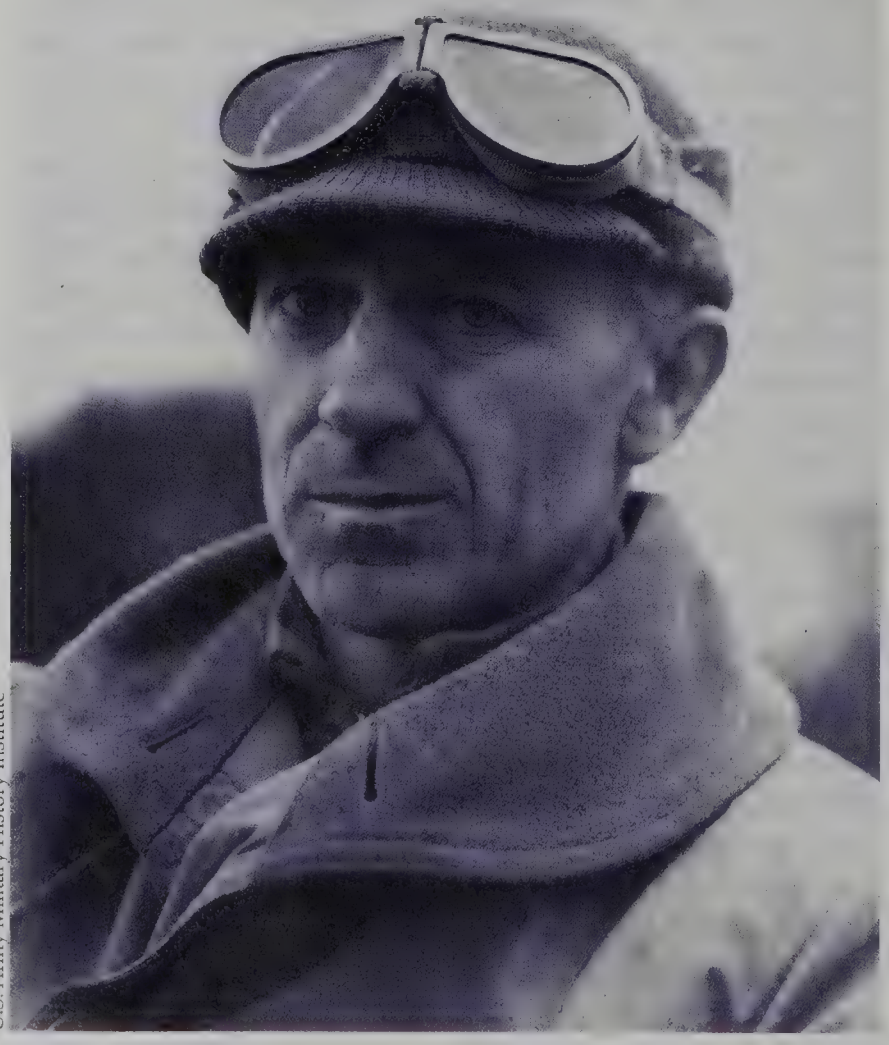
Just as the dispersed nature of the fighting precluded name recognition of senior commanders, so did the cult of personality as personified by MacArthur, the senior Army commander in the Pacific. In assigning Eichelberger to command I Corps during the bitter fighting at Buna in November 1942, MacArthur directed him to "take Buna or not come back alive. … If you capture Buna … I'll release your name for newspaper publication." Publicity may have motivated MacArthur, but public acclaim meant nothing to Eichelberger. In his own reminiscences of World War II entitled *Our Jungle War to Tokyo*, Eichelberger remarked that he



Troop E, 7th Cavalry Regiment, advances toward San Jose on Leyte Island, the Philippines, in October 1944. The 7th later was moved to Japan for occupation duty.

U.S. Army

"never understood the public relations policy that either he [MacArthur] or his immediate assistants established." Ill-advised announcements that only "mopping up" operations remained, and that MacArthur himself had achieved victory after victory long before the fighting ceased, amazed Eichelberger.



U.S. Army Military History Institute

Legendary American war correspondent Ernie Pyle, who did not reach the Pacific until the spring of 1945, found the war there very different from the fighting in Europe.

All communiqués from MacArthur's headquarters credited him with the victories. Unlike GEN Dwight D. Eisenhower, who eschewed public recognition and directed Pyle to "discover GEN Omar Bradley" to offset GEN George S. Patton Jr.'s penchant for attracting all the publicity, MacArthur demanded that his name remain center stage. In his personal correspondence with his wife, which he later published as *Dear Miss Em*, Eichelberger frequently referred to MacArthur as "Sarah Bernhardt," a French stage and film actress of the early 20th century. Army Chief of Staff GEN George C. Marshall concurred with Eichelberger's assessment and is rumored to have informed MacArthur that the SWPA commander did not have a staff but rather a "court."

Unbalanced Press Coverage

In general, the press in World War II did a credible job covering the war, but the best-known and most-read correspondents deployed to Europe instead of the Pacific, including Pyle, Ernest Hemingway, Walter Cronkite, Edward R. Murrow and W.C. Heintz. While some correspondents, such as Hemingway, followed MacArthur's pattern and centered their stories on themselves instead of the common soldier, others—like Pyle—did not see war that way. Historian Stephen Ambrose asserts that this is why Pyle's wartime dispatches are read 70 years after World War II and Hemingway's are not.

The focus of the press on Army operations in Europe, of course, helped create the impression that the Army was not as actively engaged in the Pacific. Press coverage focused on the dramatic naval battles in the early part of the war, the heroic Marine defense of Wake Island, and the amphibious invasions of Guadalcanal, Tarawa and Iwo Jima. While President Harry Truman, a World War I Army veteran, did not use the most diplomatic language when he complained about the Marines' "publicity machine," it is a fact that in





Honoring our Army and Its Soldiers

The National Museum of the United States Army at Fort Belvoir, Virginia, will be the nation's one and only museum to present the Army's complete history since 1775. It will serve as the Army's national landmark, honor our Soldiers' service and sacrifice, and cultivate public appreciation for Army history and Army values. In short, the Museum will tell the Army story as it finally deserves to be told.

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Soldiers from the 7th Infantry Division study a Japanese prisoner captured on Kwajalein Island of Kwajalein Atoll in the Marshall Islands. The Battle of Kwajalein Atoll, fought January 31–February 3, 1944, was part of the U.S. island-hopping drive across the Pacific. The atoll was the first territory wrested from the Japanese.

contrast to the Army, the Marine Corps has frequently succeeded in maximizing public awareness of its heroic exploits. This success has the undesired effect of diminishing the contribution of the other services in the public eye.

Pyle, who did not reach the Pacific until the spring of 1945, contrasted his new theater to the European Theater. "Covering this Pacific war is, for me, like learning to live in a new city. The methods of war, attitude toward it, the homesickness, distances, climate—everything was different from what we had known in the European war. … I suspect it would take months to get adjusted," he wrote. Unfortunately, Pyle never had time to adjust. He was killed accompanying the Army's 77th Infantry Division during the Battle of Ie Shima on April 18, 1945.

Savagery and Racial Tone of Pacific Combat

Aboard a ship destined for the invasion of Okinawa, Pyle had identified another reason why the Army focused on the European Theater vis-à-vis the Pacific Theater. "In Europe," Pyle noted, "we felt that our enemies, horrible and deadly as they were, were still people. But out here, I've already gathered the feeling that the Japanese are looked upon as something not human … the way some people feel about cockroaches or mice."

Not surprisingly, then, the memoirs written by veterans of the Pacific war have a decidedly different tone from those of Europe. The recent HBO miniseries "The Pacific" provides a stark contrast to HBO's previously released "Band of Brothers," based on the veterans of Easy Company, 506th Parachute Infantry Regiment. "The Pacific" relied heavily on E.B. Sledge's *With the Old Breed* and Robert Leckie's *Helmet for My Pillow*. Both authors depict the Japanese as ruthless combatants with little regard for American prisoners or their own wounded.

According to Gerald F. Linderman in *The World Within War: America's Combat Experience in World War II*, "The inexplicability of Japanese behavior in tandem with the conviction of the enemy's singular cruelty led to another verdict: that the Japanese lacked all humanity." In short, no rules complicated American soldiers' encounters with the enemy and no respect inhibited action against them. Newsreels of the Bataan Death March and photographs of execution-style murders of noncombatants fueled soldiers' hatred of their foe. "The Pacific conflict," Linderman notes, "had reduced itself to war's fundamentals: killing and dying."

Fighting the Japanese led to unrestrained war against an implacable enemy. E.B. Sledge, a marine who fought at Peleliu and Okinawa, summed up the attitudes of both soldiers and marines when he wrote, "It was so savage. We *were* savages. We had all become hardened. We were out there, human beings, the most highly developed form of life on earth, fighting each other like wild animals." Such memories were difficult to ignore and not pleasant to remember.

* * *

Collectively, the Army contributed mightily to victory over the Japanese empire in the world's greatest conflict—and American soldiers' deeds and heroism deserve recognition. Serving in the Army became a badge of distinction for the soldiers who served in the Pacific Theater. Trying to capture the bond that linked the soldiers, marines, sailors and airmen who battled the Japanese, COL Paul Tibbets, the Army Air Forces pilot who dropped the atomic bomb on Hiroshima, Japan, stated why those years meant so much to the Army's Pacific warriors: "It was the one time in their lives that they were absolutely proud of what they were doing, and they were absolutely proud of their friends and what they were doing. It's a relationship of man to man. … And you go on, and the war is over, and you become the person you will be for the rest of your life. But inside of you, the time when you were men among men will never go away."

Through the impenetrable jungles of New Guinea and the Philippines, over the fissured surface of Okinawa, and across the broad expanse of the Pacific, American soldiers made a significant contribution to the Allied victory. Because of their achievement, their deeds should not be forgotten. ★

PORK CHOP HILL: WHERE COURAGE REIGNED

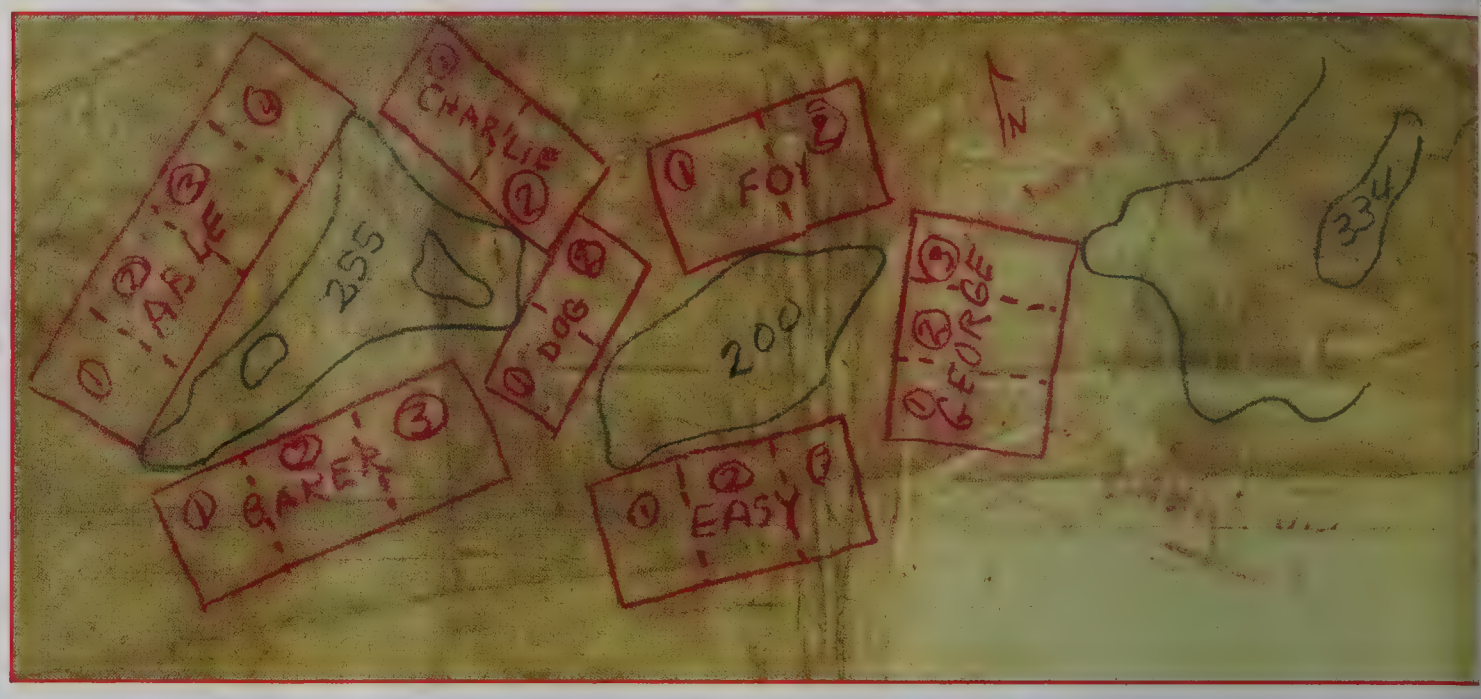


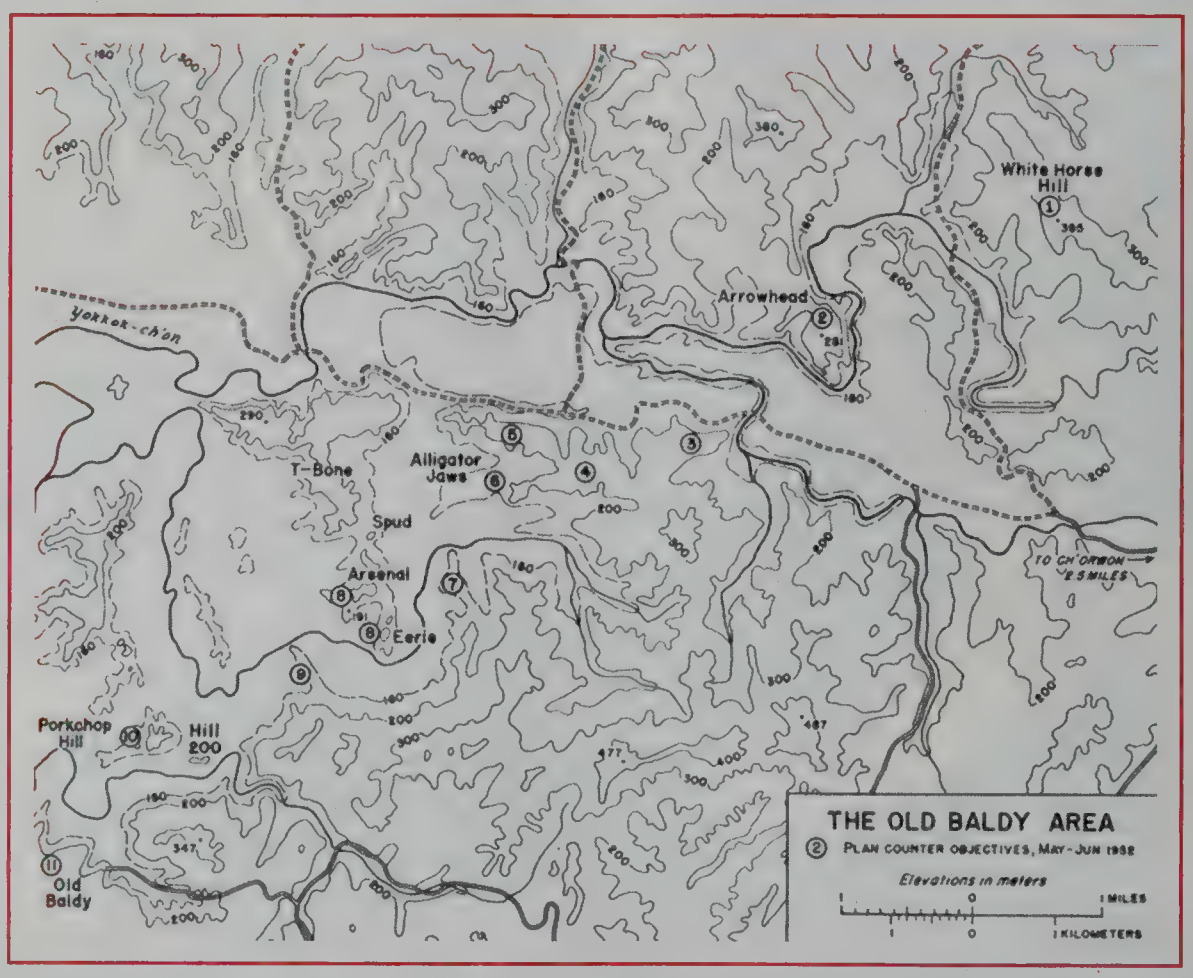
By William Russell

Pork Chop Hill, where the 7th Infantry Division rotated battalions through part of the U.N. outpost line, became emblematic of the combat during the Korean War's final months as the Chinese launched three major attacks to take the position.

Sixty years ago this month, the world and the media turned their attention to the site of the Korean War peace talks at Panmunjom and the beginning of the prisoner of war exchange. Called Operation Little Switch, the United Nations Command and the communists agreed to begin the first exchange on April 20. It heralded, perhaps, the end of the nearly three years of fighting on the Korean peninsula—but not quite.

Right, a 1952 sketch names the U.S. units on hills 200 and 255, two of the many outposts U.S. and Chinese forces fought over during the last years of the Korean conflict. Below, a topographic map of the area shows Pork Chop Hill at bottom left just above nearby enemy-held Old Baldy.





Not too many miles to the east, a battle was raging that would turn out to be one of the costliest of the Korean War: the struggle for possession of an outpost position stuck out in front of the main line of resistance (MLR) called Pork Chop Hill. It had been a matter of contention for several months but now had heated up to a full-blown inferno. The battle fought at Pork Chop Hill has been recorded in American military history as one of the most courageous battles the U.S. Army ever fought. It is a tribute to the American fighting man but whether it was worth the cost is questionable.

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Pork Chop was a sore thumb that stuck into the enemy's ribs, and they were willing to pay a huge price for it because possession would give them an advantage at the Panmunjom conference table. The U.N. Command was also beginning to realize the political value of these "strategic hills" that would have to be abandoned in the event of a cease-fire. It became apparent then that to win at the conference table, or even to gain a small advantage over the communists, these hills had to remain in U.N. hands.

By all military logic, Pork Chop was untenable. It was dominated by surrounding enemy-held ridges, including Old Baldy, which had been lost a few weeks before. Pork Chop was located in the southwest corner of the Iron Triangle near the old iron-ore capital of Chorwon and was occupied by an understrength company of the 31st Infantry Regiment of the 7th Division. Two other outposts to the left of Pork Chop—Dale and Westview—were occupied by two platoons each. Farther to the right, along the valley floor, stood outposts Arsenal and Eerie.

In early April, some Chinese soldiers approached Pork Chop, but alert guards spotted them and called in artillery, forcing them to return to their positions. The next night there was another probe, and a week later an element of Charlie Company ran into a Chinese squad and engaged them in a brief firefight, sending them back to their positions. Enemy probes and minor clashes were also noted around Outpost Dale when a Baker Company patrol engaged an enemy force approaching the friendly position. It was met by a reinforced platoon sent out from the MLR, and following a two-hour firefight the Chinese withdrew, with both sides suffering casualties.

For the next few nights all was quiet along the outpost line. Very little artillery fell on friendly positions, and no contact was reported. It was an apparent attempt by the Chinese to give the impression that they were not interested in any further action—but that was not the case.

Intelligence received from Division and the number of enemy soldiers moving about in front of the 31st Infantry's sector indicated to its commander, COL William B. Kern, that a major enemy attack was imminent. He notified his battalions during the early evening hours of April 16. Unfortunately, the guards in front of the outposts never received the message. LT Thomas U. Harrold, who commanded understrength Easy Company on "the Chop," considered the warning lightly, thinking the attack would fall farther to the east. In fact, he had dispatched a scheduled patrol out in front of Pork Chop to reconnoiter and take some prisoners.

At about 2300 hours on April 16, the Chinese, closely following an intense artillery and mortar barrage on the hill, poured out of the tunnels they had dug close to U.N. lines and hit Pork Chop with at least two companies. The guards saw them coming from the enemy-held ridge, Hasakkol, but were unable to alert the defenders on Pork Chop because the phone lines had been severed by artillery fire. The guards and patrol were quickly overrun; only a few made it back to friendly lines.

Harrold's position on Pork Chop was also quickly overrun, with the enemy pouring into the trenches. He quickly fired a red star rocket, indicating that he was under serious attack and requested variable-timed fire be placed on the position. Within minutes it arrived, and Harrold called for reinforcements through the forward observer's radio to his fire direction center. Soon, elements from Fox and Love Companies were moving up the rear slope, but they were stopped by the intense artillery and mortar fire raining down upon them.

Meanwhile, over on Outpost Dale, the situation was confusing at best. It was difficult to assess who had possession of the outpost. A platoon dispatched to reinforce it never arrived; simultaneously, the Chinese were sending in reinforcements in a steady stream. In an effort to block the enemy's action, COL Kern ordered an immediate counterattack led by LTC George M. Maliszewski, the 1st Battalion commander. In a courageous charge, LTC Maliszewski and his force of three platoons closed in with the enemy in a furious hand-to-hand exchange. Finally, the Chinese were driven off, but Maliszewski's force had suffered its share of casualties, including the battalion commander and Item Company's commanding officer, LT John A. Hemphill. Meanwhile, Outposts Arsenal, Eerie and Snook were also under constant pressure, but in each case the Chinese were driven off by the intense fire that was ripping their ranks.

Pork Chop now became the center of enemy attention. The situation was tentative. Chinese artillery fire was crashing in on top of the friendly position at a steady and increasing pace, although Harrold's Easy Company—or what was left of it—was still in position in a tight cluster of bunkers. Harrold had no clear picture of what was happening; neither did battalion or regiment, who wrongly thought the situation was well in hand.

Finally, at around 0300 hours on April 17, COL Kern ordered 3rd Battalion commander LTC John N. Davis to launch a major counterattack against the hill. King Company, commanded by LT Joseph G. Clemons, and Love Company, commanded by LT Forrest J. Crittenden, were given the mission of restoring Pork Chop. An hour later, King Company was moving up the south slope with two platoons abreast and one in reserve. It took half an hour to make it up the steep, rocky slopes; by the time his men had reached the trench lines, they were totally spent.

Then came the dangerous job of clearing out the enemy bunkers. Chinese resistance was stubborn, and each bunker was a separate battle. The situation was now very critical. After two hours of furious, bunker-to-bunker fighting, the Chinese still controlled two-thirds of the trench line on Pork Chop, and the men in King Company had just about reached the breaking point.

By now, Love Company had reached the trench line, but it, too, was beaten



Cavalry troops take another Korean hill after receiving close artillery support and air support from U.N. planes in 1951.

up and battered. What had begun as a force of 62 men under Crittenden ended with 12 exhausted soldiers, now commanded by LT Arthur A. Marshall. Crittenden was wounded on the way up the hill and turned command over to LT Homer F. Bechtel, who also was quickly wounded. Love's dozen was reduced to 10. Now merged with Clemons' survivors, they comprised a small garrison of defenders on Pork Chop.

Alerted when the Chinese struck the outpost line, LT Earle L. Denton, who had recently joined Love Company and been given command of the third platoon, was thrown into the thick of things when he was ordered to move to Hill 200 to prepare his platoon for a move up to Pork Chop. What he thought was going to be a reinforcement move was designed by his superiors to be a major counterattack action. Unfortunately, Denton found his platoon pinned down by intense enemy fire, and he pulled back to a tank cut that was a favorite target for Chinese gunners. Unable to mount another attack, he moved his men under heavy artillery and machine-gun fire back to the checkpoint. There he was informed by an S-2 officer from battalion to remain in reserve until further orders.

Exhausted, out of water and running low on ammunition, the three companies—Easy, King and Love—were in bad shape. To add to their dilemma, a half hour after LT Clemons arrived on Pork Chop, Chinese reinforcements started moving onto the position from nearby Hasakkol. At the same time, George Company of the attached 17th Infantry had arrived on Pork Chop to assist, led by LT Walter B. Russell, Clemons' brother-in-law.

Meanwhile, LT Denton, who now had become Love Company's commander, was ordered by the regimental commander to put together a force of what was left of the company and to move up to Pork Chop. By 1630 hours he had reached the lower bunkers without incident. This was partly because of Denton's wise decision to send his men from the base of Hill 200 up the slopes of Pork Chop one at a time, thus avoiding a concentration of enemy fire. In this manner he was able to push to the command post (CP) and link up with Clemons and his small, besieged force.

At noon on April 17, however, the defenders on Pork Chop received startling news. All units, except what was left of King and Love, were ordered to withdraw. This came as a shock to Clemons, who immediately sent back a message telling battalion that he could not hold the hill without help. Receiving no response, he had no choice but to follow the orders. He released all remaining units except his and Denton's lone survivors, and by late afternoon all had withdrawn.



Corbis Images

Soldiers carry a wounded comrade down Pork Chop Hill in July 1953. The U.N. Command fought hard to hold such "strategic hills," but they were lost in negotiations and after the cease-fire stood in the demilitarized zone.



When the Chinese made one last-ditch effort to take Pork Chop Hill on the morning of April 18, 1953, 18 battalions of artillery—342 guns like the one at left—zeroed in on them, firing three to five rounds per gun and destroying the enemy.

Things were happening back at rear, though. LT Clemons' plea for help had gone all the way to the Far East commander. The question was how many more men to dispatch to Pork Chop. The message came back that Clemons was to hold until further ordered, but he didn't have much to hold with. Of the original force that made it to the top and survived, only 25 were left.

Finally, a decision was made about Pork Chop Hill. The U.N. would attempt to hold the hill with the 17th Infantry Regiment taking over control of the position. Fox Company was given the job of relieving Clemons' and Denton's small force, but they ran into an intense rain of enemy fire as they approached the hill, losing many men. Fox fought its way to a finger of Pork Chop, however, and broke through to Clemons' CP. The relief had arrived but in somewhat tattered condition.

The battle for Pork Chop Hill was not over, though. Not long after Clemons departed, a company-size enemy force struck the position and surrounded it. With friendly artillery and mortar fire falling on the position, mass confusion erupted in the trenches as Fox's men battled the Chinese.

Realizing the severity of the situation, COL Kern ordered Easy Company to attack. To back up Easy, MG Arthur G. Trudeau, division commander, ordered the 1st Battalion of the 17th Infantry to stand ready, but Easy was able to slip around to the northeast side of the hill and attack from that point, surprising the enemy and pushing them back down the other side. The Chinese tried to reinforce the hill, but COL Kern ordered Able Company to link up with Easy on the hill, and several hours later, the regimental commander ordered the 1st Battalion to take over responsibility of the hill and ordered Easy, Fox and LT Denton to return to the main line of resistance.

The Chinese were not through, but their attempts to reinforce Pork Chop in one last-stand effort fell short when at daybreak on April 18, an estimated company-size unit was spotted in the open. Within two minutes, multiple battalions of artillery zeroed in on the enemy force in a devastating demonstration of firepower that crashed down on them. It is reported that only one lone Chinese soldier got up and staggered away after the concentration had lifted.

The battle of Pork Chop Hill was over. The U.N. won its game of "king on the hill," but the price tag had been very high. The 7th Division lost hundreds of men during the two-day struggle to hold the outpost line. The irony of it is that the story of the heroic fight went virtually unreported. U.N. correspondents were at Panmunjom covering Operation Little Switch.

Shortly before the cease-fire was signed in July, this hard fought piece of ground would once more come under siege. The enemy attempted to take it again in a vicious struggle but were met with defeat. Based on the Chinese disregard for casualties and the fact that there was little tactical value to hold it any longer, LTG Maxwell Taylor, Eighth Army Commander, and his commanders decided to abandon the position.

In the end, Pork Chop Hill was like all those other fought-over hills—Bloody Ridge, Heartbreak Ridge, Reno, Old Baldy—that had drained so much blood those last two years and were gone, lost in the negotiations. They stood in the demilitarized zone and, in the final analysis, belonged to no one, mere symbols of the frustration and pain of the conflict that has been called the bloody outpost war. ★



U.S. Army/SGT Christopher Bonebrake

CPT Gary Klein, B Troop, 1st Squadron, 33rd Cavalry Regiment, 3rd Brigade Combat Team, 101st Airborne Division (Air Assault), scans ridgelines with his M4 rifle in Khowst Province, Afghanistan, where he commanded a police combined action team, a human intelligence team and two of his platoons from this hilltop.

Reflections on Combat Leadership

Cyclic transition—the "sine wave," if you will—has defined the Army's experience throughout its history. As hard as the period since 9/11 has been, the Army was well-funded, well-equipped and well-staffed. Those days are ending now, as they did in the mid-90s, the mid-70s, the late 1940s and the 1920s. Very soon we may see end strength, budgets, new equipment fielding and much more begin to dry up. The Air Force and Navy are likely to become the preferred services again, along with U.S. Special Operations Command, and the Army may once again become a bit of a stepsister.

This will be hard on morale and on commanders, who will be asked to do more with less and call it smart (code for doing less with less). We may hear that we will never do counterinsurgency again, or that state-on-state conflict is so unlikely that we don't really need to train or be ready as before. The Army leadership won't say that, but plenty of others will, either directly or indirectly.

That's OK. As we know, it's the historical pattern and we shouldn't be surprised, but here's the point: We don't have an Army for when things go right. We have one for when things go wrong, and I guarantee that sooner or later, things will go wrong again. When that happens, no one will care if commanders are undermanned, don't have the resources to train, or have equipment that is old or poorly maintained due to lack of spare parts. Like the poor soldiers with Task Force Smith in Korea, they'll just be told to get on the plane and go. If that happens—when that happens—what can we rely on?

First, we can rely on ourselves. We didn't get here by accident. We're here because we're good, very good. We're better by far than anyone the other side can show. Build on the trust and confidence you find and invest in those friendships. It's the right thing to do, and it will stand you in good stead. When your peers ask for help, your answer should always be "Yes!" You'll find they will do the same.

Second, we can rely on our troopers. I found that the longer I stayed in the service, the clearer things seemed to be. Physically fit, disciplined small units that can hit what they shoot at will usually win. We win by powering down,

eaching subordinates to make decisions within our intent, aking decisions, underwriting their honest mistakes, fo- using on fundamentals, ruthlessly purging the less impor- nt and getting after the most important. Here's the coun- erintuitive part: We do that by staying out of their way and oncentrating on those few decisions that only the com- nander can make.

For some, that may be hard. I imagine some commanders ay think, "Right. I didn't become a battalion or brigade ommander to stay out of the way." If we've done our job ight, however, half the game is letting the small units do eir thing, without over-control and excessive supervision. f we can do that, our subordinate leaders, soldiers and units re empowered.

Third, we can rely on our values and core beliefs, which hould be one and the same as the great Army we all serve. wore a uniform for 36 years, and for me, "Duty, Honor, Country" was all I ever needed. You may express, articulate r internalize our Army values in a slightly different way, ut it doesn't really matter because without being told, we ll know right and wrong in the context of our chosen pro- ession. We know that lying, cheating and stealing are al- vays wrong, and that little sins very soon grow into big nes. We know that taking care of soldiers is not just a tired ld bumper sticker but a sacred responsibility that we must ive—and be seen to live—every day. This doesn't mean oddling soldiers but caring for them.

Every soldier deserves dignity and respect. Commanders an be tough on their men. They can even lose their tem- ers now and then, but what they can't do is insult, belittle r humiliate them. They can't let their subordinates do it ei- her. That's never right.

Commanders sign what has been called a contract of un- imited liability. That contract commits them and every one f their soldiers to fight and, if need be, to die together. As a oung lieutenant I came across the following quotation, which has meant a lot to me:

> A dead soldier who has given his life because of the failure of his leader is a dreadful sight before God. Like all dead soldiers, he was tired … and possibly frightened to his soul, and there he is on top of all that, never again to see his homeland. Don't be the one who failed to instruct him properly, who failed to lead him well. Burn the midnight oil, so that you may not in later years look upon your hands and find his blood still red upon them.

That passage speaks more clearly about what caring for soldiers really means than any I know. I imagine that many commanders are like me. They think about soldiers they've lost: "If I'd done this, or if I'd done that, PFC Smith or SGT Jones would still be with us." That kind of introspection is healthy and appropriate because with every soldier they lose, they lose a small piece of themselves, too. That's a burden of command we don't talk about too much, but it's one we carry every day of our lives.

At some point, however, a successful commander must let that go. In Field Marshal William Slim's classic book, *Defeat Into Victory: Battling Japan in Burma and India, 1942–1945*, he writes about generalship, but his words are just as much about command in combat. Slim took command of the British 14th Army in Burma when it had known only defeat. Ultimately, however, he turned things around. His words are both helpful and encouraging:

> The only test of generalship is success, and I had succeeded in nothing I had attempted. … The soldier may comfort himself with the thought that, whatever the result, he has done his duty faithfully and steadfastly, but the commander has failed in his duty if he has not won victory—for that is his duty. He has no other comparable to it. He will go over in his mind the events of the campaign. "Here," he will think, "I went wrong; here I took counsel of my fears when I should have been bold; there I should have waited to gather strength, not struck piecemeal; at such a moment I failed to grasp opportunity when it was presented to me." He will remember the soldiers whom he sent into the attack that failed and who did not come back. He will recall the look in the eyes of men who trusted him. "I have failed them," he will say to himself, "and failed my country!" He will see himself for what he is—a defeated general. In a dark hour he will turn in upon himself and question the very foundations of his leadership and his manhood.
>
> And then he must stop! For if he is ever to command in battle again, he must shake off these regrets, and stamp on them, as they claw at his will and his self-confidence. He must beat off these attacks he delivers against himself, and cast out the doubts born of failure. Forget them, and remember only the lessons to be learned from defeat—they are more than from victory.

This was a commander who had been through the fire in a very dark hour and came to be widely regarded as the best and most successful British general of World War II. His very words connote the character of the man.

Inherently, we know that leadership and command are about selfless service. On the day he became the Chairman of

dvice for Commanders

By COL Richard D. Hooker Jr.
U.S. Army retired



Library of Congress

Courage is rightly esteemed the first of human qualities because it is the quality which guarantees all others.

—Winston Churchill

the Joint Chiefs of Staff, Hugh Shelton said, "To lead is to serve—nothing more, nothing less," and he was surely right.

Finally, to successfully command takes courage. Winston Churchill once said that courage is the first of human qualities because it guarantees all the rest. He knew what he was talking about. By the time he was 25, he had served in five campaigns and participated in the last great cavalry charge in British history at the Battle of Omdurman, where he personally killed several enemy soldiers in hand-to-hand combat. The requirement to be willing to confront danger is so much a part of command that we almost forget it, but we surely can't escape it.

Although Ulysses S. Grant is well-known, most people probably have never heard of Charles F. Smith, commandant of cadets at West Point when Grant was a plebe. He was far older and a Regular Army career officer when the Civil War broke out. He became a general officer, but somehow he ended up under Grant in the early days of the war, an embarrassing thing for Grant made easier by Smith's loyalty, dignity and professionalism. Unfortunately, Smith died early in the war, but not before making a profound impression on Grant.

Although the boss, Grant considered Smith a mentor, as he surely was. Not yet tested in battle or command, he asked Smith for advice. Smith once said, "Battle is the ultimate to which the whole life's labor of an officer should be directed. He may live to the age of retirement without seeing a battle; still, he must always be getting ready for it as if he knew the hour and the day it is to break upon him. And then, whether it come late or early, he must be willing to fight—he must fight."

Commanders will bring up another new generation of leaders and future commanders, and whatever else they think they should be doing, one thing is paramount: They "must be willing to fight." In my experience, which spans some five combat tours, many of our leaders are willing to fight. Some actually enjoy it. A few can't or won't, and in a service whose motto is "This we'll defend," that just can't be.

That brings me to the other kind of courage: moral courage. Physical and moral courage are different things. Plenty of commanders are physically brave but lack moral courage, what has been called three o'clock in the morning courage. This kind of courage lies at the very heart of command. It takes moral courage to look a young man in the eye and say, "I'm sorry, but you have to go." It takes moral courage to send troops into combat in full knowledge that some likely will not come back. It takes moral courage to look a superior in the eye and say, "I'm sorry, sir, but that is wrong, and I can't be a part of it." It takes moral courage to make a decision when everything is at stake and then assume full responsibility for it, whatever the outcome.

This is the real test and the real burden of command. This is why only the very few are called to command, particularly in the maneuver arms, with its special task to engage the enemy directly in combat. There can be no more challenging or rewarding task and none more satisfying to the professional soldier.

Every so often, an Army commander fails badly, and that failure is a stain on the whole profession. When one fails, the accomplishments of a hundred great ones are forgotten, and we pay a very heavy price. For example, in 2011, two Army brigade commanders in Europe were relieved for moral and ethical failures, and earlier, in both Iraq and

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fghanistan, commanders were fired for similar offenses. some cases, they let their units get out of control, and me awful crimes were committed by American soldiers nder their command.

Not so long ago in Iraq, a brigade commander lost a number of men to accidental deaths in one tour. That commander was a card-carrying member of the "stuff happens" school of leadership. In another incident during my tour in Afghanistan, a mine-resistant nbush protected vehicle rolled over on a mountainside in Vardak Province in the middle of the night. I remember it ecause my son was a machine gunner riding in that vehicle. he driver was unlicensed and untrained, the route had ever been "reconned" in daylight, and the unit failed to report the incident to higher. No one was killed, but the accident shut down the operation and the vehicle was lost for eeks while it was being repaired.

Is this the business of a battalion or brigade commander? es, absolutely. A clear standard—rmly enforced, with subordinate commanders and leaders clearly held accountable—creates a command climate nat can reduce such incidents to an absolute minimum. We know this because other commanders led under the ame conditions and lost very few or ven none. The difference was the core alues of the commanders concerned. he good ones wanted to bring back as nany troopers as they could, and they tayed up late working on safety and ccountability.

To switch gears just a bit, many officers began their careers in a combat training center, Desert torm Army. Things like movement to contact, priorities of work in the defense, echelon of fires, and breaching drills were second nature to them. Then the world changed. We egan to focus on Haiti and the Balkans. Then 9/11 came long, and we found ourselves drawn into a different world, with different tactics, techniques and procedures; ifferent doctrine; and a different operating environment.

Now the pendulum is swinging back. The new buzzword s *full spectrum operations*, and the Army will have to regain nat high level of proficiency it once had in high-intensity ombat. Company grades, and even some field grades, may e combat-experienced, but they aren't grounded in these igh-end skills. We've lost a lot in the past decade as we were forced to focus on counterinsurgency. Hopefully what ve learned will remain in the toolbox, but now it's time to regain what we've lost.

Here, our vast experience will pay huge dividends. We nust not wait. None of us can know whether tomorrow or ne next day America might be at war in Korea or the Middle East. If that day ever comes, there won't be time to get etter on the way to the airfield. Like all wars, it will be come as you are."

Commanders make decisions and give guidance. If they're spending large chunks of time preparing briefings, poking around trash cans, sending emails to their subordinates, or doing things other than making decisions and giving guidance, they may not be focused on the right things.

Good commanders do something else. They are adept at reducing complicated things to simple things. For example, in Iraq we faced a Byzantine operating environment composed of terrorists, insurgents, Sunni, Shia, criminal elements and sometimes just tribal elements angry over a real—or perceived—insult.

Then-Lt. Gen. Graeme Lamb of the British Army arrived in 2006 as a civilian advisor to Multinational Force-Iraq and said, "We're thinking about this wrong. ... It seems to me there are reconcilables and irreconcilables. We should bend all our efforts to reconciling with those we can and targeting those we can't." That's what we did, first in Anbar, then in Baghdad and the entire country. Commanders can cut through detail and the less important and focus their units on what matters most, and that's an essential part of successful command.

Commanders are always 'on parade.' They model the behavior they expect from their soldiers and subordinates. This is not so much something they do; it's more a case of who they are. Thus they profoundly influence tomorrow's leaders for good or bad—a heavy responsibility. Some commanders are often out and about, seeing and being seen, and keeping their finger on the pulse of the unit—not in interminable briefings but in face-to-face interaction with their soldiers. That's true leadership.

Commanders are always "on parade." They model the behavior they expect from their soldiers and subordinates. This is not so much something they do; it's more a case of who they are. Thus they profoundly influence tomorrow's leaders for good or bad—a heavy responsibility. Some commanders are often out and about, seeing and being seen, and keeping their finger on the pulse of the unit—not in interminable briefings but in face-to-face interaction with their soldiers. That's true leadership. On the other hand, commanders who are yellers and screamers, or micromanagers, tend to produce subordinates who grow up to be the same way. This is how toxic leadership is perpetuated in our ranks down through the years.

My Army days are now in my rearview mirror, and I feel lucky indeed to have played a small part in a wonderful story, a story that now belongs to others. I thank them for all they've done, and all they will do, in defense of a country that Lincoln once called the last best hope of earth. It's worth defending. It's worth fighting and dying for. ★

This article is based on a speech the author delivered at the Pre-Command Course at Fort Benning, Ga., on August 25, 2012.

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CompanyCommand

Building Combat-Ready Teams

To: Company Commanders
From: Company Commanders

Building a Cohesive Team

Cohesion Defined

"Cohesion is a bond of relationships and motivational factors that make a team want to stay and work together."
(Army Doctrine Reference Publication 6-22 *Army Leadership*)

"In combat, cohesive teams are the most effective."

Have you ever been part of a cohesive team? How did ou know it was cohesive? What did its leaders do to create hat sense of cohesion? How did cohesion affect the unit's erformance and morale? As Soldiers, we all want to be part f cohesive teams and as leaders we want to intentionally uild them, but how is cohesion developed?

Based on their own experiences, company commanders n the Company Command forum (http://CC.army.mil) have een talking about the best, most cohesive teams they have erved in, as well as about how they foster cohesion in their nits. This article shares some of that conversation and in- ites all of us to think about how we can be more intentional bout creating cohesive, combat-ready teams.

Josh Christy

On my first deployment to Iraq, I ended up being cross- ttached to a flight company from the Alaska National Guard. his unit had deployed with only one lieutenant and urgently eeded another lieutenant to serve as a flight platoon leader. When the idea of me joining the unit arose, I was concerned hat I would be the outsider in a tight-knit organization. Most nembers had lived and worked together for 10 years or onger, and they had spent the three months prior to their Iraq leployment strengthening their team and sharpening their kills during the mobilization process. The unit approached ne with caution, but after I expressed a strong desire to learn nd a genuine care for individuals, the unit accepted me as ne of their own. Just as the unit and I found a rhythm, a cru- ible moment struck. On January 7, 2006, "Icy 33"—a Black Hawk with a crew from the company—crashed, killing all 12 ersonnel on board, including my sister platoon leader.

One of the immediate actions that both exhibited and trengthened cohesion was the courageous leadership hown by the company commander. She quickly rallied the unit o engage in a dialogue about the accident, solicited ideas for a memorial and encouraged the company to continue to accomplish the mission. During this initial meeting, she showed that it was OK to be vulnerable and to work through emotions associated with the accident, but she also called on us to demonstrate the resolve to continue the mission. She led the way by flying the first mission after the accident.

The unit demonstrated extreme resolve, cohesion and determination over the next eight months of the deployment. This was cohesion in action! The loss could have easily torn the unit apart or stopped it dead in its tracks. However, its "trust account" was full, and the unit persevered, grew stronger and accomplished the mission. This is how I know that I was a part of a cohesive team.

Jon Silk

Just after being extended into OIF [Operation Iraqi Freedom]-2, my cavalry scout platoon got attached to B/2-37 AR [B Company, 2nd Battalion, 37th Armor Regiment], a tank company, and we became "Team Battlecat." We began conducting operations against the *Mahdi* militia in Southern Iraq. The more we worked together, the more we trusted each other. When we were operating in the Kufah area, for example, my scouts discovered numerous mortar positions, which we handed off to the tanks to engage and destroy. The tankers' trust in our competence and our trust in them to support us grew with each patrol. Morale was always high when we got back from these types of missions, and there was a lot of high-fiving and sharing of stories from the engagements. The company commander was always checking on his Soldiers as well as mine after we had completed a mission. He always gave us valuable feedback, and we felt like we were accomplishing something important.

Ari Martyn

Three things stand out about the cohesive unit I joined fresh out of Ranger School:

■ I believed that my unit had higher standards than other units. That is to say, it appeared to me that the unit held itself to a standard not found in sister units. I found out later that



"Team Battlecat," Jon Silk's cavalry scout platoon that got attached to a tank company during Operation Iraqi Freedom-2, moves out on a mission. "The more we worked together, the more we trusted each other," Silk says.

the commander had a role in getting this started, but eventually it just became a self-fulfilling prophecy.

■ The leadership knew their Soldiers well—not in an intrusive way, nor in an inappropriately friendly way, but in a professional yet personal way. I was impressed with how much the leadership knew about every single Soldier, his habits, his background, embarrassing stories, etc. Also, there were a lot of nicknames, but they all were positive or funny, not demeaning.

■ There was a strong, robust welcome program. For example, I was picked up at the airport in Italy by the commander and his wife on the weekend. The senior PL [platoon leader] was waiting at the company for me, where he took me to the hotel room they had booked for me, and then took me for an orientation tour of the post and the city. That night, all the officers had dinner together. The following Monday, one of the PLs took me over to in-processing and then to draw my equipment. And this same model was copied at lower levels, e.g., for an arriving squad leader and even, to an extent, for the privates. Their welcome ritual was not hazing; rather, it was expressed as "Welcome to the team. We have tough standards, but we're going to set you up for success because we are all going to war together on the same team."

Luis Perez (USMC)

When I arrived in Afghanistan in 2009 as the battalion's mortar platoon commander, my platoon was attached to a rifle company. In addition to my mortar platoon, the company commander suddenly had thrust upon him EOD [explosive ordnance disposal], intelligence assets, interpreters, civil affairs teams, female engagement teams and more. For the first few weeks after landing in Helmand Province, the commander tried to manage all of the command and control by himself. However, once he realized that the team's tempo was slowing, he began delegating command and control to great effect. This allowed everyone to have ownership of the mission, which I think is the first contributing factor to a cohesive unit. This commander managed the decentralized approach by relentlessly (in a good way) overcommunicating his commander's intent and supervising our execution. In this way, he was able to give his subordinates mission-type orders and allow us freedom of movement in the pursuit of the (explicitly clear) common goal. Making sure everyone is running in the same direction is key to cohesiveness. I didn't realize until a few years into my military career just how important it is for Marines (and Soldiers) to identify with something. As we gained proficiency and began to accomplish some amazing feats, it became clear that the Marines were proud of the unit to which they belonged. It takes more than a bit of luck to make your subordinates feel this way. Challenging training,



Cross-attached to the Alaska Army National Guard's 1st Battalion, 207th Aviation Regiment, in Iraq when one of its Black Hawks crashed, killing all 12 on board, Josh Christy credits the company commander with rallying the unit and restoring cohesion.

emonstrated competence, a common goal/vision and visible ıccess all contributed to the identity of our cohesive unit.

Matthew Giblin

This is a really important topic to me. I commanded a nall unit that was manned by NCOs and civilians. It was ıe of the most cohesive teams that I have been part of. I und that the members of this team took a personal inter- ɜt in the success of the mission. They had a strong sense pride in the unit, and their dedication was evident in their veryday actions. There was definitely a shared responsi- lity in our success. I had the great experience of learning ɔm a mentor a couple of great TTPs [tactics, techniques nd procedures] for building teams. My Captains Career ourse instructor shared an experience when he took his ɔmpany NCOs to formulate the company's mission, vi- on, intent, key tasks, some measures of effec- veness—kind of a mix of mission analysis and METL [mission-essential task list] development. did this, and it worked wonders for building the eam. I gave my leaders initial guidance, and ıey ran with it. It gave the NCOs real ownership the mission and its success. This process al- wed us to define what it is that we wanted to ccomplish together. It also gave me the oppor- unity to provide the company with my comman- er's intent, which was also the initial guidance. I lso incorporated a family day at the end. The ICOs and their families got together to have a ın day with a potluck. The incorporation of the amily day at the end allowed for another very im- ortant aspect of building teams: Building per- onal relationships is an important part of build- ıg an effective, cohesive team. The best way to now your team is to know their families. A point f pride for me was to know and remember the ames of every child in my NCOs' families. Co- esion is about personal involvement, and nothing is more nportant to Soldiers than their families.

Joe Byerly

Commanders need to be deliberate about creating shared xperiences that foster cohesion across the entire company.)ne method that I've seen work is company-level crucible- tyle events. One day a quarter, we would mix everyone in ıe company up into eight- to 10-man teams and throw an in- ense physical challenge at them for PT. One of these events vas a four-mile litter run (the distance was unknown to them), vith each team having to keep a Soldier on the litter at all mes. By breaking up the usual task organization during the vents, the guys got a chance to work with Soldiers outside ıeir section. The event created a shared experience that vent beyond the normal bonds that are formed.

Scott Safer

I am on a Security Force Assistance Team deploying in 30 lays to Afghanistan. Team cohesion is paramount to our 13-man organization. We sat down with the officers this past week and discussed this topic. One of my lieutenants wrote down his thoughts:

"In my experience, shared hardship is the most effective way to obtain team cohesion. Every individual has his 'wall' he needs to overcome, a moment when the route looks too horrid to continue. It is when a person reaches this point that his true character is revealed. The same goes for a team. If the members of a team reach this point and discover unification, they will overcome the obstacle and conquer many challenges that may come their way. If the team crumbles, it will reveal a weakness that needs to be addressed. By enduring this common struggle, teams share experiences that cannot be compared to other relationships. The team members begin to know each other's weaknesses and strengths in a variety of situations, learning how to utilize these attributes for the next task. Once a group conquers a shared hardship through teamwork, its members develop mutual trust and confidence in one another. A leader who conducts rigorous training, provides team-building exercises and accomplishes challenging missions will develop a cohesive team. During these events, however, the leader needs to instill a positive attitude and share the burden of the task. If subordinates witness their leaders not undergoing the same hardships or are not given a reasonable purpose for the task, such events may cause an adverse reaction within the team."



Jeremy Brown found that retooling his company's physical training program so the members of his team were personally involved helped foster cohesion and commitment throughout his unit.

Lou Nemec

Building cohesion is a deliberate process that a leader must prepare for before taking command, if possible. A plan to build unit cohesion and the will to win must be drawn up and executed upon taking the guidon. I built a program called the "Rock-Hard Qualification Program," in which each of the Soldiers in the company had to pass basic measures to be qualified "Rock-Hard" and be part of the team. We developed a program that was attainable yet challenging, one



A National Guard unit was the most cohesive team for Andre Fields. The Soldiers "did everything together," he recalls. "Even though the unit was deactivated six years ago, we still get together as a team at least once a year."

that would develop the values I thought we needed to thrive in combat:

1. Complete a four-mile run in 36 minutes, staying in formation.
2. Complete a 12-mile ruck march in three hours, carrying a 40-pound ruck and full combat gear.
3. Complete the First Sergeant's Board (for enlisted Soldiers) or the Commander's Board (officers), which are basically combinations of a modified fitness test and promotion board.
4. Qualify on your assigned weapon.

We had a big ceremony to issue the company coin to Soldiers who passed all the wickets. Each Soldier was rewarded with one beer or root beer on me and the first sergeant. While deployed, I wanted to challenge my Soldiers to keep fit. I came up with the "Rock-Hard Sapper Program," which I modified from A/2-327 IN's [A Company, 2nd Battalion, 327th Infantry Regiment's] "Iron Gator" program. Soldiers basically had to keep lifting weights in different exercises for 15 minutes straight and then run two miles in under 15 minutes. The standards were based on body weight and were gender-specific. Each Soldier who completed the challenge was considered a "Rock-Hard Sapper," earned the coveted Rock-Hard Sapper T-shirt and was qualified to grade the challenge for others in the company. The program became very popular,



Jon Silk still carries the coin from Team Battlecat, B Company, 2nd Battalion, 37th Armor Regiment. During Operation Iraqi Freedom-2, when his cavalry scout platoon operated with the tank company, "The tankers' trust in our competence and our trust in them to support us grew with each patrol."

The Darker Side of Cohesion

Cohesion: *Most of us presume it to be a positive commitment to the mission and to* all *Soldiers on the team. But imagine a tightly bonded group whose values and norms run counter to the Army's. Is that possible?*

Pete Exline: While deployed, I used a unit survey to help identify one platoon that seemed cohesive on the outside but actually had bitter trust issues. My first sergeant brought in a new platoon sergeant—a rather quiet and soft-spoken NCO who, along with the right mix of strong E-6s, did a great job of restoring trust and cohesion to the platoon.

Sam Linn: Extremely high cohesion can be great for morale and may make a yearlong deployment more palatable at the tactical level, but it can encourage groupthink and stifle diversity of ideas. In my experience, there is often an "out" group that is not being heard and can make the group difficult to work with for outside agencies and adjacent units.

Josh Christy: If cohesion comes at the expense of original thinking, creates turf wars and is destructive to relationships, then it is not the cohesion we want. Cohesion is not a goal in and of itself; it must serve the mission and foster trust for everyone.

Pete Kilner: A team is too cohesive if its Soldiers prioritize their loyalty to each other above their loyalty to Army values. Such a team risks covering up unethical behavior and dealing with it solely "in house." Leaders must ensure that cohesive teams are as loyal to our professional values as they are to each other.

en outside the company. It seemed to work for me—that d adhering to the standard and not letting anyone in the mpany think they were above the standards … EVER.

Jeremy Brown

Have a plan before taking command. I pulled some bits m the book *Taking the Guidon: Exceptional Leadership the Company Level* about building a vision and com- and philosophy prior to taking my first command. Before blishing my vision, I introduced myself to the officers, COs and Soldiers and gave them a quick three-question rvey about what they liked and disliked about the unit. I egrated their input into my vision, which became our unit ad map to success. This allowed everyone to have buy-in how we would be doing business. Another thing that lped foster cohesion and commitment happened be- use our division commander allowed every company in e division to send a certain number of Soldiers to get ossFit (CF) Level-1-certified. I then retooled our physical ining program so my CF-certified Soldiers could be in- lved. This put Soldiers who may not stand in front of a rmation due to their rank in a position to be leaders and n an event. Commitment, as well as fitness levels, went as a result. Finally, we executed a crucible-style event—Murph (hero workout). In closing, to have a cohesive team u need some emotional buy-in from the members of the am. They have to be given something to emotionally in- st in, whether it is an experience that strengthens bonds a training event that is planned and resourced by junior ficers/NCOs—and executed under minimal guidance from e commander.

Sam Linn

Intentionally fostering cohesion can be an art. Shared ad- rsity usually works. Artificial adversity, like log PT or climb- g a mountain, can work or be a disaster if poorly planned executed, or if it takes too much focus away from other ar- as of emphasis. Each unit has different needs that may nange over time based on mission and personnel. Having a ader who is authentic and comfortable in his or her own kin is always a good start—someone who gives the good ews with the bad, shows respect by explaining why when ossible, shows humility and actively distributes credit at very opportunity.

Andre Fields

The most cohesive team I have ever been on was in the ational Guard. I knew I was on a cohesive team when Sol- ers in the unit did *everything* together. We were like an ex- emely close family! Even though the unit was deactivated x years ago, we still get together as a team at least once a ear. It all started with the commander. He fostered respect nd loyalty within the team, and we all knew he had our acks no matter what, with no hesitation. Once we saw this, e extended that respect and loyalty back to the comman- er, and it permeated throughout the team. This is what I ave fostered in my own company as a commander. It has taken the unit from being in shambles to a very cohesive unit—a family.

* * *

Cohesion reinforces commitment—to each other, to the unit and to the mission. We as commanders, therefore, want to do everything we can to foster cohesion in our units. Our desire is that reading this article has caused you to reflect on the cohesive teams that you have been part of and also to think about the areas you want to improve on your current team. Currently commissioned officers are invited to continue the conversation in the CC forum (http://CC.army.mil).

Finally, we would like to thank Armando X. Estrada, Ph.D., from the Foundational Science Research Unit at the U.S. Army Research Institute for the Behavioral and Social Sciences for his involvement in this article.

Recommended Reading

Army Doctrinal Reference Publication 6-22 *Army Leadership* (2012).

Sweeney, Patrick J., Michael D. Matthews and Paul B. Lester, eds., *Leadership in Dangerous Situations: A Handbook for the Armed Forces, Emergency Services, and First Responders* (Annapolis, Md.: U.S. Naval Institute Press, 2011).

Kolenda, Christopher, ed., *Leadership: The Warrior's Art* (Carlisle, Pa.: Army War College Foundation Press, 2001).

Company commanders: Please join us in the new and improved version of our online professional forum to continue the conversation: http://CC.army.mil.



AUSA Sustaining Member Profile

Creative Tent International, Inc.

Corporate Structure—CEO: Bradley Kramer. Headquarters: 2245 Kiowa Boulevard North, Lake Havasu City, AZ 86403. Telephone: 1-888-484-8368. Website: www.creativetent.us.

Founded in 2004, Creative Tent International (CTI) is a leading provider of fabric shelter systems to defense, security and industrial markets worldwide. CTI has been repeatedly recognized in the Inc. 5000 list of fastest growing private companies. With decades of experience in design and engineering, CTI has a unique capability to design, develop and deploy shelter solutions and services that meet the most stringent requirements for critical missions. Meeting the current focus on reducing operational costs, CTI's solutions also address the needs of the expeditionary warfighter while dramatically reducing the cube volume and weight of equipment to be deployed. The company is led by Bradley Kramer, chief executive officer, from its offices in the United States.

CTI provides expeditionary, relocatable shelters for aircraft, vehicle maintenance, warehouse applications, field hospitals, dining facilities and command centers. The company's Shasta Shelters® have been deployed worldwide and serve warfighters every day. They are designed to efficiently serve military and industrial needs for shelter, from billeting and storage to hangars for the C-130 airplane. CTI's structures feature 20-foot to 300-foot widths, all in the company's unique, high-volume, clear span design. Designed and engineered for long term use or expeditionary and deployable missions, they install quickly and withstand high wind and snow loads in every environment. The Shasta Shelter® product lines are recognized for quality, advanced engineering, exceptional performance in the field, and price-to-value ratio for military and industrial applications. They are currently used by U.S. and foreign militaries, homeland security, law enforcement and industrial/civilian applications.



The company supports field installations through an experienced technical services group. This hands-on approach to customer installations is an important element in the company's success. CTI's structure designer, Robert Stafford, has been an important player in the tensioned fabric-structure industry. His innovative work brings the most sophisticated designs to the markets the company serves. Robert has supported the 2002 Salt Lake City Olympics, Operations Desert Storm and Desert Shield, Operation Iraqi Freedom, and countless other international projects.

CTI is expanding its operations to focus on responsiveness to core customers and market segments with the best technology available. The company is moving into new facilities in Henderson, Nev., this year. Headquartered in a new, expansive manufacturing and distribution center, CTI will expand its manufacturing, research and design efforts to provide customers with timely delivery, unequaled quality and a larger, more knowledgeable technical services staff.

CTI is an official supplier to the U.S. government under General Services Administration contract and is registered with the Defense Logistics Agency.

All Shasta Shelters® are manufactured in the United States entirely from domestically sourced components. Shasta Shelter® interim relocatable facilities are a smart solution to budget constraints and to missions that must be immediately operational. CTI is responsive and dedicated to the success of your mission and will go anywhere you go.

Soldier Armed

DRASH Shelters

By Scott R. Gourley

From forward medical facilities to command posts to maintenance ites to troop support applications, nobile shelters have become a ubiqui- ous presence in U.S. Army opera- ions. Companies like Alaska Struc- ures, CAMSS Shelters, HDT Global, DHS Systems and others currently pro- ide a range of shelter systems and de- igns intended to facilitate warfighter nission accomplishment across a spec- rum of environmental and climatic ex- remes.

Several representative examples of he development and growing applica- ion of these shelter designs can be ound in the Deployable Rapid Assem- ly Shelter (DRASH) series of shelter lesigns from DHS Systems.

According to Scott Jackson, manager, Eastern United States for DHS Systems, he company name is the acronym for Deployable Hospital Systems.

"About 25 years ago the president of our company recognized the need to have rapidly deployable and robust medical facilities that could be used and reused," he explained. "So he de- igned this unique frame system that did not require lots of ... parts and ould be rapidly deployed and opera- ional.

"Obviously a tent is nothing new to he Army," he said, "but this is not a ent. Because of the technology that is deployed—from surgical teams to com- nand posts—you have millions of dol- ars worth of equipment involved. So he need is not only to protect the sol- lier from the environments but also heir equipment, which has grown ex- ponentially.

"If you take the enormous number of nissions that the Army has—between medical facilities, first response, com- nand posts, anything that the Army loes—they need a facility that they can ake anywhere and count on to be ugged, to deal with the snow, the rain, the wind, the ice or real 'hot-hot' environments. They need to be able to quickly set it up and be able to perform their mission out of it. Basically, these shelters give you the ability to go anywhere and do your mission, set up in the worst environments and operate effectively.

"With our design—specifically, the shelter frame—interior and exterior liners are pre-attached, so the soldier pulls it out of the bag, pops it up, and is done," he continued. "Literally, what used to take days to set up for something like a brigade or division command post now can be set up in hours. Another example is the forward surgical teams. It used to take several hours to set up a deployable hospital. With one of our shelters they can have a tent up and have their equipment inside, ready to provide medical support, in less than 30 minutes."

The first Armywide DRASH system introduced was to support the Patriot Air and Missile Defense System. Jackson said that the applications have since been expanded to support nearly 15 major Army programs.

One of the better known recent applications is the Army's Standard Integrated Command Post System (SICPS), which provides a standardized command post to all maneuver brigades in the Army. As part of SICPS, which was awarded in 2008, DRASH provides the Trailer Mounted Support System (TMSS), available in medium or large, in cooperation with Northrop Grumman Corporation's Command Post Platform.

"We partnered with Northrop Grumman a few years ago for the U.S. Army's SICPS," Jackson said. "They do the communications piece, along with a couple of Humvees with communications, and we provide the shelters, power generation and HVAC [heating, ventilation and air conditioning]. Together we formed a standardized command post, and the ideal thing about that is you can have a soldier moving between battalions and brigades with ... no retraining requirement between units."

In addition to the standardized command post designs, Jackson said the benefits of subsystem integration, as well as design flexibility, are evident in



Photographs by Scott R. Gourley

The Deployable Rapid Assembly Shelter (DRASH) series of shelter designs contains mobile shelters that serve as medical facilities, command posts, maintenance sites and troop support applications.





DRASH applications have been expanded to support nearly 15 major Army programs since the first Armywide DRASH system was introduced. The Army's Standard Integrated Command Post System, above, provides a standardized command post to all maneuver brigades. Right, a smaller DRASH shelter supports the Tactical Operations Center of 1-1 Cavalry, 2nd Brigade Combat Team, 1st Armored Division, during an exercise.

the company's C, S, XB, M and J series shelter families and variant models.

"Under the [SICPS/TMSS] program we have delivered more than 2,500 systems—that's a complete shelter and trailer, an entire turnkey package," he said, "but in our full product line we have 52 different shelter models and probably more than 30 generators. Basically, we build a solution based on the customer's need. That's another benefit. Once there were only one or two sizes of tents; now we go from 109 square feet up to 1,250, so you can take exactly what you need and build a solution for your specific mission.

"Our rapidly deployable shelter is our core product, but [now] we have integrated to think from more of a system standpoint," he added. "Instead of just a shelter you have command and control equipment, heating, cooling, lights, power generation—a turnkey solution that's ready to go."

Asked about some of the company's supporting subcontractors, Jackson acknowledged "more than 100 companies that either supply us with product or do partial manufacturing."

"Our entire list is far too extensive to mention," he said, "but I would like to point out one company, Bike Track [Woodstock, Vt.]. Bike Track is a small business that makes hardened flooring. Our shelters come with a material floor that wraps around the shelter when you store it. That's kind of how it has been for years. Bike Track makes a plastic flooring, however, that is actually added onto our shelters so that you now have a good solid floor—for chairs in a command post, for example. Not only does it give you a good solid surface but it is available in one-inch and two-inch versions, both of which get you up off the ground.

"Over the last couple of years Bike Track has initiated some great technology innovations, including an integrated wire channel in the flooring," he added. "Instead of running cables all over your command post, you can pull up the wire channel cover, put your wiring into the floor and close the cover. All of your cabling is hidden within the floor."

Jackson said that the Army typically purchases the two-inch flooring thickness for use with the DRASH shelters. Although not officially issued as part of the TMSS program, the flooring is "an authorized addition that commanders are allowed to buy to support their TMSS equipment."

Last fall the company spotlighted its latest J-series shelter activities and some parallel developments at the 2012 AUSA Annual Meeting and Exposition.

"We connected two DRASH-J shelters for the display because we wanted to replicate what a division command post would look like," Jackson said. "That connection [approximately 2,500 square feet] showed some of the design flexibility of the shelters.

"Another thing we highlighted [at] AUSA was our new insulated shel[ters]," he added. "Energy efficiency [on] the battlefield is a big thing, so a[ny] time you can reduce fuel consumptio[n] or make everything operate more e[f]ficiently, you're good, as in our ins[u]lated shelters. We have one that [fe]atures insulation technology] integrat[ed] into the shelter so that it doesn't aff[ect] our rapidly deployable capabilitie[s]. Also, for very extreme environmen[ts] we have the insulated shelter and [an] additional blanket that you can add [on] top of it."

Other aspects of the integrated [de]sign approach range from a gridd[ed] digital generator design to a new, q[uie]ter and energy efficient HVAC syste[m].

Asked about the significance of t[he] shelters for today's warfighters, Jac[k]son said, "They can take our DRA[SH] shelters, set up quickly and focus [on] their mission. Their mission is not [to] set up tents, so when they can rapid[ly] deploy their shelter and get their f[a]cility up and running quickly th[ey] can focus on accomplishing their re[al] missions."

Reviews

The Politics of Military Strategy

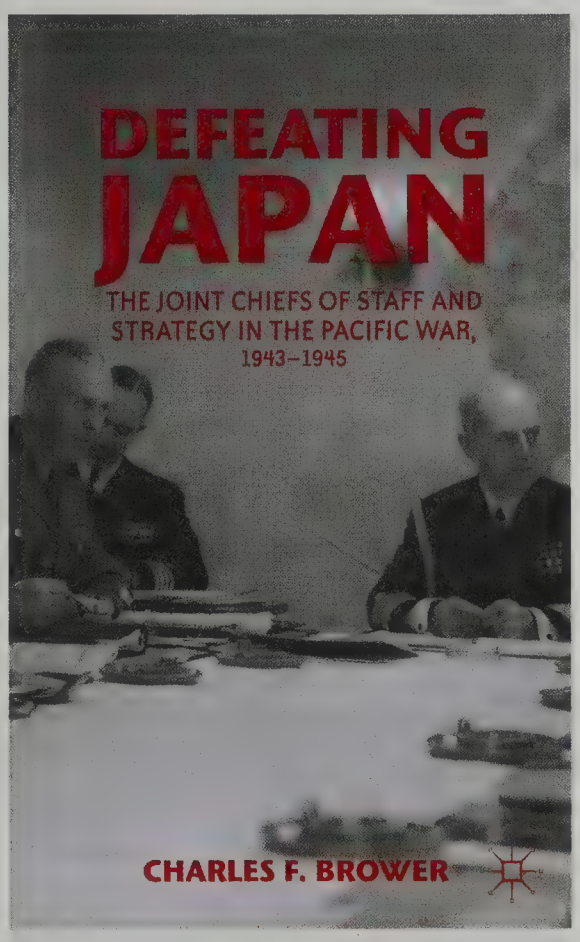
Defeating Japan: The Joint Chiefs of Staff and Strategy in the Pacific War, 1943–1945. *Charles F. Brower. Palgrave Macmillan. 231 pages; photographs; maps; notes; bibliography; index; $90. Publisher's website: www.palgrave.com.*

By COL Cole C. Kingseed
U.S. Army retired

Contrary to the popular misconception fostered by wartime allies that American military leaders of World War II were amateur strategists who failed to understand the integral relationship between war and politics, soldier-historian Charles F. Brower offers a compelling alternative interpretation of the Joint Chiefs of Staff (JCS) in *Defeating Japan*. In Brower's view, the JCS evolved into seasoned strategists who "found political and military considerations, both American and Allied, to be inseparable in the global coalition war that they were fighting. … They recognized that war was not an autonomous, independent phenomenon but the product of political forces that would continue to exert their influence as the war progressed."

Brower is a lifelong student of political and military affairs. A 32-year Army veteran, Brower is the former chairman of the U.S. Military Academy's Department of Behavioral Sciences and Leadership and the former dean of academics at Virginia Military Institute (VMI). Brower currently serves as professor of history and international relations at VMI, where he teaches courses in American foreign policy and strategy and holds the Henry King Burgwyn chair in military history. He also edited *World War II in Europe: The Final Year* and *George C. Marshall: Servant of the American Nation*.

Defeating Japan is Brower's "effort to understand the relationship between such 'political and morale considerations' and American strategy-making in the war against Japan." He focuses principally on strategic planning at the national level—that is, at the juncture between the commander in chief and his principal military advisors. Consequently, America's great battle



captains from World War II, with the exception of GEN Joseph W. Stilwell—whose China Theater responsibilities inevitably drew him into the political sphere—make only an occasional appearance in Brower's study.

Brower begins his narrative with an examination of the political considerations that governed the conduct of the war against the Japanese empire, claiming that disagreements over policy and strategy never disappeared entirely. Brower asserts that American military policy and strategy-making in World War II remained a "'model of quiet, uncomplaining military acceptance' of the primacy of national policy and civilian supremacy." Accordingly, the JCS willingly accepted "their subordination in the difficult collaboration and 'unequal dialogue' with their civilian masters that led to the shaping and execution of wartime military strategy."

Brower also sees an evolving sophistication within the JCS as they attempted to cope with the political dimensions of military strategy in 1943 and 1944. In 1943, two strategic issues proved paramount: the development of a long-range plan for the defeat of Japan and the need to stimulate action in Burma to lift the siege of China, which was critical in President Franklin D. Roosevelt's vision of the postwar world. Following the Cairo-Tehran conferences in late 1943, however, China's questionable strength and potential were replaced by Joseph Stalin's assurances of Soviet participation in the war against Japan following Germany's defeat. Most significantly, the JCS became convinced that the American people would not tolerate a lengthy war, so they accelerated the timing and tempo of "seeking the unconditional surrender in the Japanese war above all other considerations."

Brower's most intriguing analysis revolves around the debate among the JCS over the final strategy for the defeat of Japan. Should the Americans pursue a direct or indirect approach to terminate the war? Brower frames that debate around two questions: "Would invasion be necessary to secure the speedy unconditional surrender of Japan?" and "Would the slower siege strategy of strangulation and aerial bombardment of the Japanese homeland suffice?" The ensuing debate was generally divided among different branches of service: The Army preferred an invasion of the home islands, while the Navy and air proponents argued for a siege.

According to Brower, the JCS examined the alternatives, always cognizant that their final proposal to the President

must reflect the American public's sensitivity to the need to maintain a proper operational tempo against Japan and their own belief that invasion was the prerequisite for forcing Japan to accept unconditional surrender.

Brower posits that these often-heated debates were "profoundly political" and only superficially military in nature. On June 18, 1945, President Harry Truman confirmed the recommendation of the JCS to invade the Japanese homeland.

In the final analysis, Brower's JCS emerge as "sophisticated strategists dealing with what they understood to be the increasing inseparability of the political and military aspects of strategy in a political environment characterized by little detailed policy guidance." The JCS clearly recognized that war was not an autonomous, independent phenomenon but the product of political forces that would continue to exert their influence as the war progressed.

Though some readers may find the cost of *Defeating Japan* prohibitive, Brower's detailed notes alone ma the book worth buying. In challengi the conventions of history that U strategy during World War II was p marily based on purely military fa tors, Brower has made an indisper able contribution to our understandi of the nuances of strategic planni and civil-military relations at the hig est levels of government.

***COL Cole C. Kingseed**, USA Ret., Ph.D*
former professor of history at the U.S. M itary Academy, is a writer and consulta

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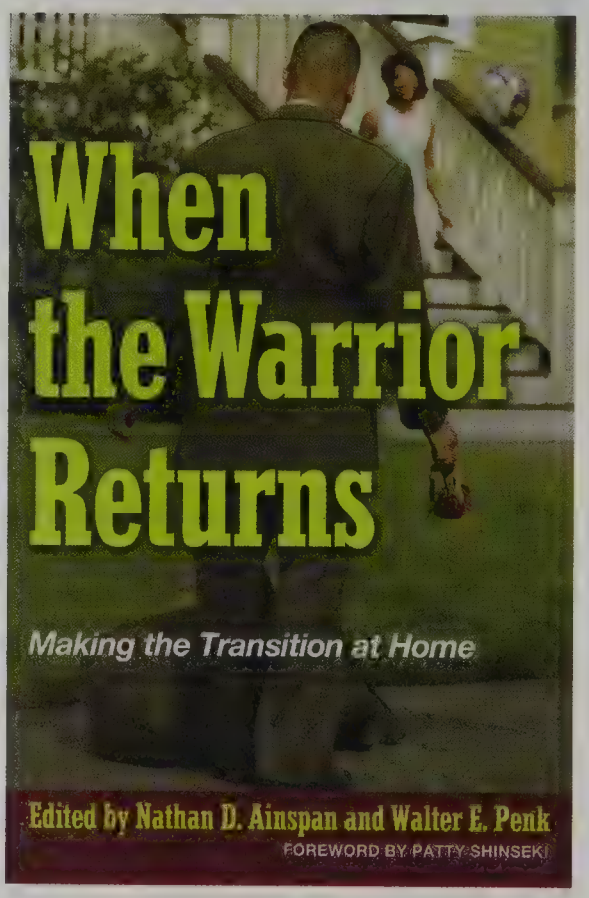
When the Warrior Returns: Making the Transition at Home. *Edited by Nathan D. Ainspan and Walter E. Penk. Naval Institute Press. 320 pages; appendix; illustrations and tables; index; $24.95. Publisher's website: www.usni.org/navalinstitutepress.*

Since the 9/11 attacks catalyzed the U.S. military's involvement in the Middle East, about two million troops have deployed overseas. Nearly half have done so multiple times. *When the Warrior Returns* discusses many of the issues faced by returning servicemembers and their families, whether they are between deployments or permanently reintegrating into civilian life.

The book is divided into five sections: common issues military families face when their warrior returns; identifying and rectifying post-deployment problems; relating one's experiences to children; adjusting to life after military service; and guidance for families of "unique populations of servicemembers" particularly prevalent in recent conflicts, including deployed women, families of National Guard or Army Reserve soldiers, unmarried partners and "blended" families.

Fifty professionals collaborated in compiling the book, including officers and enlisted personnel from every branch of the armed forces, in addition to mental- and behavioral-health counselors, physicians, psychologists and Department of Veterans Affairs (VA) staff. The editors are well-versed in understanding complex issues relating to physical and mental health, especially among active duty and former military personnel. Nathan D. Ainspan, a psychologist and U.S. Army civilian, is experienced in working with wounded warriors. Walter E. Penk, also a psychologist, worked with the VA for 50 years.

While it certainly does not sound easy to assemble and meld 50 different



viewpoints into one volume, the editors seem to have put considerable effort into making it work, and the book presents a consistent tone throughout. A brief checklist of important things to consider during reintegration, as well as a glossary of commonly used military acronyms, are especially helpful. Graphs and tables are interspersed throughout the book and lend visu representation to statistics and figur that may otherwise be difficult to inte pret. For the more demanding reader list of references is provided at the en of each of the 17 chapters.

When the Warrior Returns seems deliver what it promises: advice o how to make a healthy transition fro theater to the home. It does not, ho ever, promise to be a panacea for t wounds left by years' worth of d ployment. The editors acknowled that some support organizations, su as the VA, can be just as overwhelm by claims as returning servicemem bers are by the effects of deploymen Indeed, the immense need for help justification for the publication of th book. Learning from these shared e periences can help a former servic member understand the lasting effec of combat on one's own body an mind. Equally important is the oth side of the coin: how to relate to a fo mer servicemember as he or she r turns to a very different world.

—Tom Spin

Images of America: Fort Myer. *Jo Michael Kupik. Arcadia Publishing. 1 pages; black-and-white photographs; $21.9 Publisher's website: www.arcadiapublis ing.com.*

Dating back to the Civil War, Fo Myer, Va., has an impressive ar long-standing presence in the histo of the U.S. Army. It is most famous known to be the home of the 3rd U. Infantry Regiment, also known as Th Old Guard—the oldest infantry reg



The Wright Flyer is prepared for a test flight at Fort Myer, Va., in September 1908. The plane, which used a weighted-rope catapult to give it initial forward movement and lift, crashed after the right propeller broke. Orville Wright and his passenger, LT Thomas E. Selfridge—who later died—were taken to the post hospital (left background).

ment in the Army—but it has also been the site of many significant occurrences.

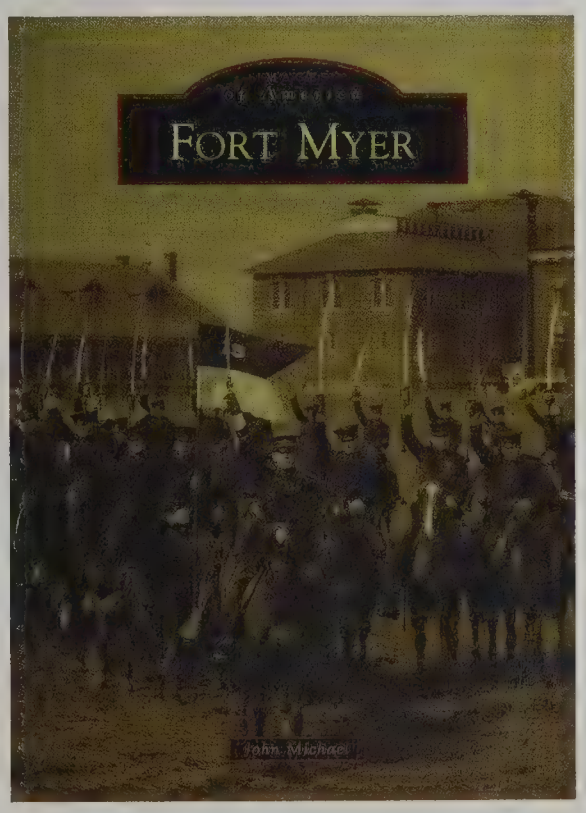
Published during the beginning of the sesquicentennial commemoration of the Civil War, *Images of America: Fort Myer* provides a comprehensive look at the fort's history and progress. The book chronicles the first 100 years of Fort Myer and is composed of pictures with detailed descriptions of the people and events that took place there.

Built in 1863, the fort was one of many constructed around Washington, D.C., during the Civil War. It was originally named Fort Whipple after Brevet MG Amiel Weeks Whipple, who was killed during the Battle of Chancellorsville, but was renamed Fort Myer in 1880 to honor GEN Albert J. Myer.

In 1866, GEN Myer became the first appointed chief Signal Corps officer and, three years later, brought the Signal Corps School to the fort. After his death, the school lost its presence temporarily, and by 1887, Fort Myer was designated a cavalry post. Over the next several decades, the post served as a site for training, cavalry competition, final honors and ceremonial occasions.

Fort Myer is also home to Quarters One, the Society Circus and Pershing's Own, the U.S. Army band that was started in 1922 and has since become an integral part of the Army. Today, Fort Myer remains the only standing fortification of the original 21 built on the Arlington Line during the Civil War.

Fort Myer has hosted influential visitors and commanders, including GEN Philip H. Sheridan, GEN George C. Marshall and GEN George S. Patton Jr. It is the site of the Wright brothers' testing of the Wright Flyer on Parade



Field; Dwight D. Eisenhower's "five-star farewell" as he retired as General of the Army and Army Chief of Staff; the establishment of the first headquarters of the Signal Corps School; and the creation of the National Weather Bureau.

Images of America: Fort Myer pays tribute to those who served there. While the descriptions and written insights are brief, the images reveal the changing history of a national landmark affected by world events, advancing technology and evolving demands.

—Jennifer Benitz

Riders of the Apocalypse: German Cavalry and Modern Warfare, 1870–1945. *David R. Dorondo. Naval Institute Press. 312 pages; appendices; bibliography; indices; notes; $36.95. Publisher's website: www.usni.org/navalinstitutepress.*

In *Riders of the Apocalypse*, Professor David R. Dorondo provides a good overview of the German cavalry from the Franco-Prussian War through World War II. While he delves into doctrine and theory, he manages to give a practical tie to the use of cavalry by the Germans.

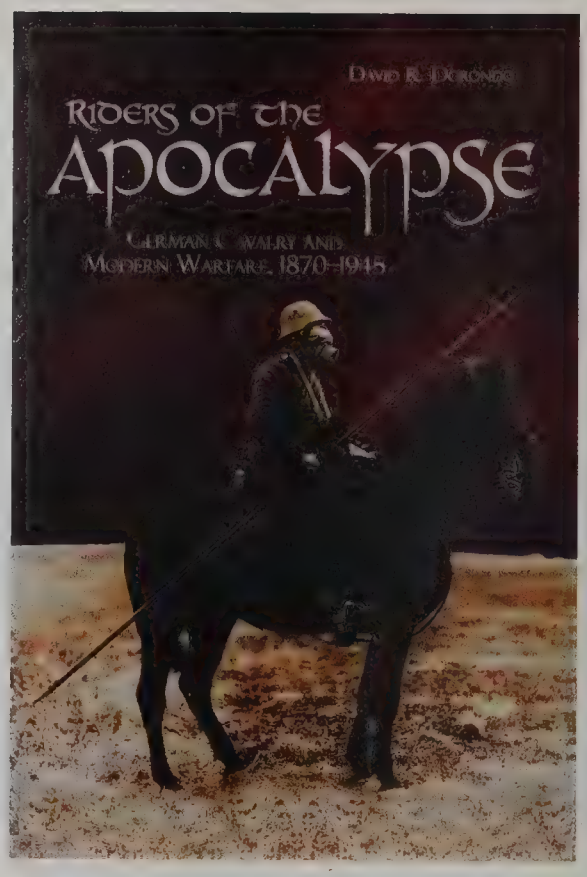
The book's main focus is World War II. A short lead-in on the Franco-Prussian War to World War I, a short chapter on World War I, and then a transition to World War II and its operations constitute the book's contents.

The endnotes and bibliography are excellent. The appendices are interesting, but two of the four deal with the *Waffen SS* cavalry, only a small portion of the overall cavalry employed by the Germans. There are approximately 70 pages of appendices, notes, biblio-

graphical references and indices, which indicate the detail of the research.

The strengths of Dorondo's work lie mainly in his excellent use of primary source materials—German records and documents. There are some excellent discussions of the problems faced by the Germans in the organization and equipping of their forces between the wars and during World War II that are relevant to today's U.S. Army and its modular organizations. Some of these issues include: lack of standardization in equipping, constant re-tasking of organizations' second and third order effects on logistics, and the mobility differential of horse-mounted units working in close cooperation with dismounted infantry. These same—or similar—problems exist today.

As Dorondo aptly points out, the German cavalry moniker has to be applied to both the World War II *Wehrmacht* as well as the *Waffen SS*, which eventually fielded three divisions of cavalry. The 8th *SS* Cavalry Division was the only substantive organization formed early enough to participate in



major operations during the war. (While both the 22nd and 37th divisions were fielded in time to fight near the end of the war, they do not garner the attention of the author.)

The relatively detailed assessment of the 8th Cavalry Division ("Florian Geyer") includes not just conventio operational employments but a those against partisans and guerril in rear areas, a task well-suited horse cavalry.

The Florian Geyer division, ho ever, is heavily tainted with w crimes due to its guilt-by-associati punishment of suspected civilian p tisans and its gross persecution a murder of Jews. These actions ul mately marred the reputation of a vision that otherwise fought w against the Soviets.

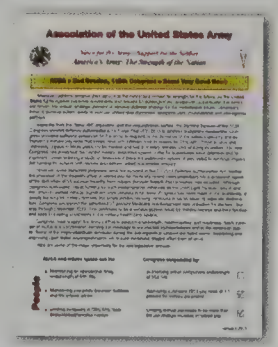
Overall, *Riders of the Apocalypse* d a reputable job of adding to the body military knowledge. I wish there w more maps and Imperial and *Reich wehr* period photos (none of which a shown).

I rate this book as a good addendu to my military library. It complemen R.L. DiNardo's outstanding work, *Me anized Juggernaut or Military Anachr nism? Horses and the German Army World War II* and should be read alon side it.

—LTC Edwin L. Kennedy Jr., USA Re

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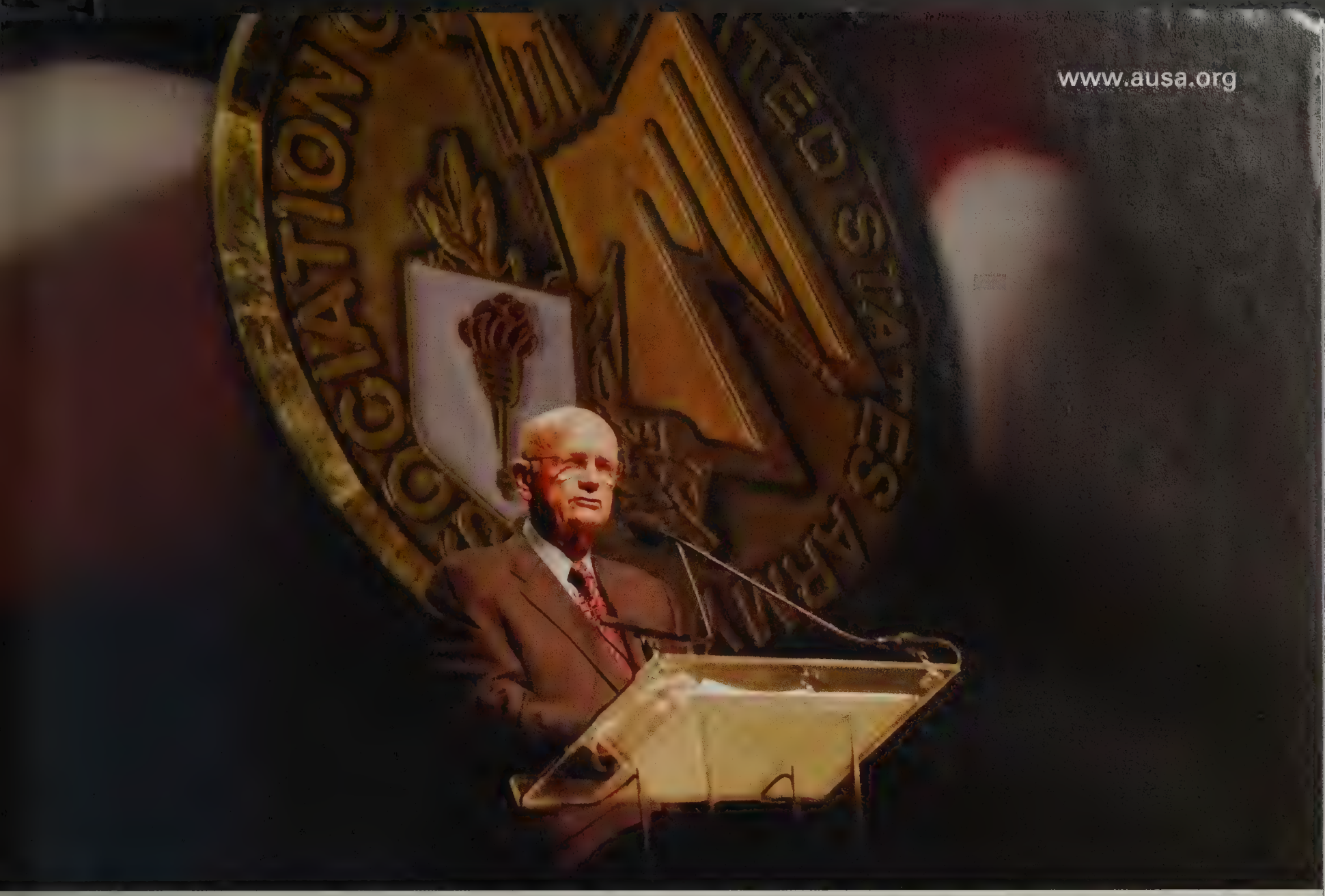
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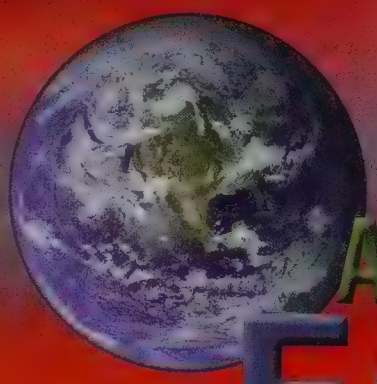
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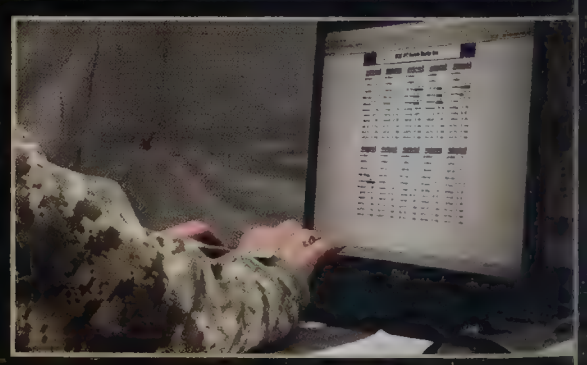
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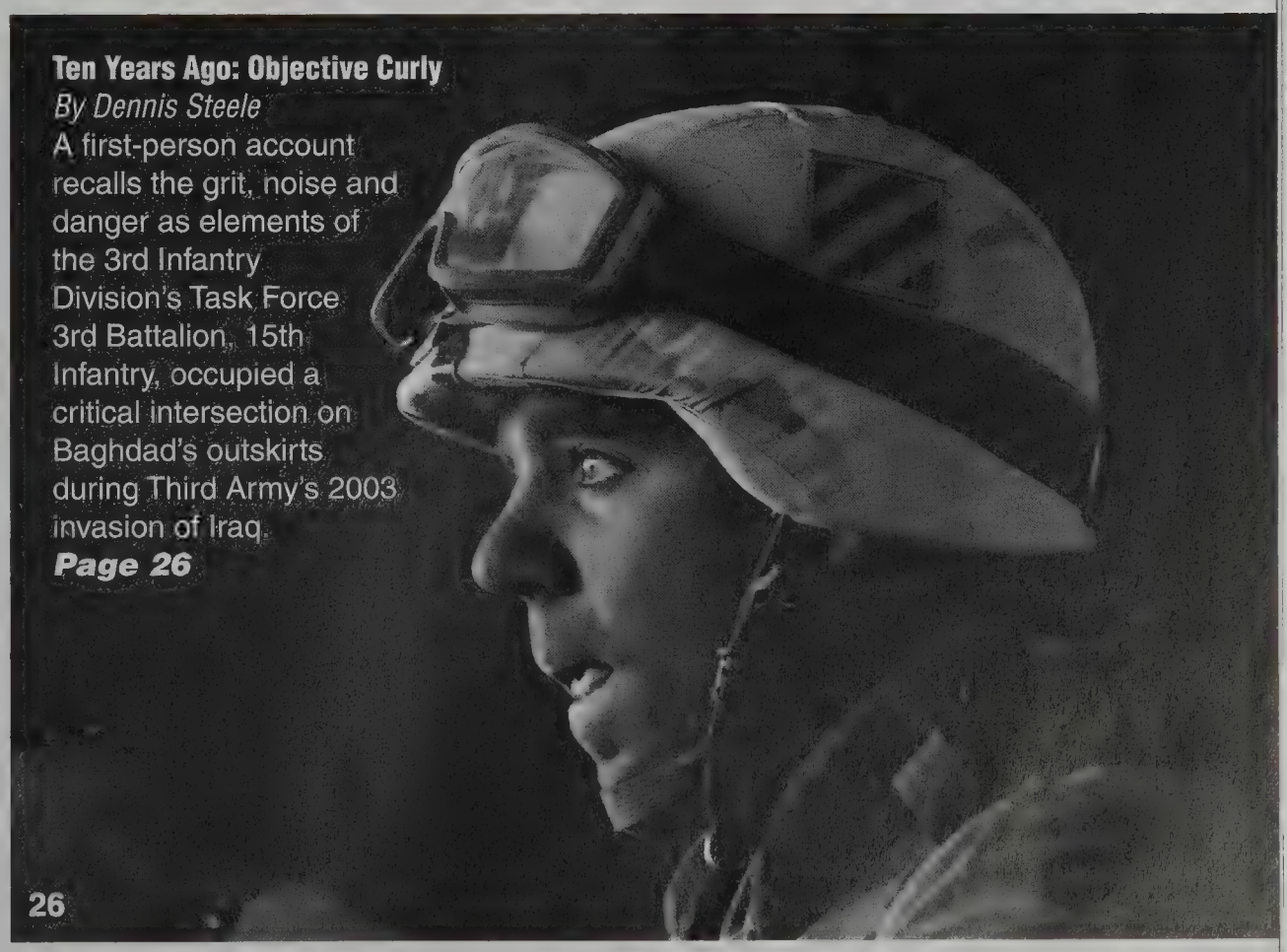
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Letters

U.S. Army's Forgotten Theater

■ I very much appreciated the article by COL Cole C. Kingseed, U.S. Army retired ("The Pacific War: The U.S. Army's Forgotten Theater of World War II," April) on the U.S. Army's role in the Pacific Theater during World War II. My father served with the Pioneer and Demolition Platoon, 3rd Battalion, 383rd Infantry Regiment, 96th Infantry Division, and was involved in the battles for both Leyte [the Philippines] and Okinawa [Japan]. He seldom talked of his military service and almost never of what he had experienced on Okinawa. Sadly, he did not live to know that the 96th Infantry Division finally received long-overdue recognition in 2001, when it was awarded a Presidential Unit Citation for its actions during the capture of Okinawa. Thank you for reminding all that the U.S. Army was involved in a worldwide—not just European—struggle to defeat tyranny and despotism.

CPT Darryle Moody
Benton, Ark.

Combat Medical Training

■ In the article "Global Medic 2012" (November 2012), Scott R. Gourley highlights the significance of medical training. There is no substitute for real-world experience, but the Global Medic training exercise teaches the combat medical workforce to work quickly and eff ciently when dealing with trauma an medical emergencies. I think it's r markable that Global Medic is synchr nized with tactical warrior exercise which focus on skills such as reacting improvised explosive devices and snip ambushes.

As a veteran with three overse combat tours in the Middle East and Purple Heart, I know the value of fa and effective combat medical care. think it is important for front-line uni to know that the Army Medical Batta ion can perform the same level of ca with equal—if not superior—equi ment and facilities as hospitals stat side. I am a nurse and am current working on my bachelor's degree nursing. I know the value of this kir of training and the perspective it buil in the backbone of the Army's medic environment. Thank you for your foc on the importance of combat medic training and the significant role th Global Medic plays in the unifie combat theater.

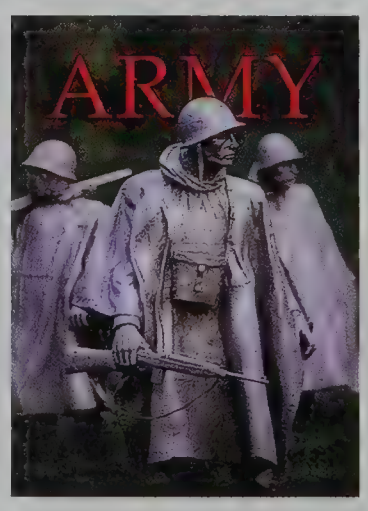
Ilya Kopach
Brooklyn, N.Y.

On Veterans—Revisited

■ MSG Tanya R. Whitney, U.S. Arm retired, has chosen to find an issu where there is none in her respon ("On Veterans," "Letters," March) to t

This Month's Cover

Statues depicting U.S. soldiers on patrol during the Korean War are the centerpiece of the Korean War Veterans Memorial in Washington, D.C. This year marks the 60th anniversary of the Korean War armistice. While the memorial honors veterans who fought to preserve the freedom of South Korea during that war, American soldiers serving in the Republic of Korea today are still facing down a dangerous and increasingly belligerent North Korea. North Korea recently dismissed the 1953 armistice in public statements after the United Nations levied additional sanctions against the country for its continued nuclear weapons development.



(Cover photograph by Dennis Steele)

ticle by MG Guy S. Meloy, U.S. Army tired ("Who and What is a Vet- an?"—"Front & Center," November 12). She expresses concern that, in re- rring to "grandfathers and great- andfathers" instead of "grandpar- ts and great-grandparents," MG eloy callously—if unintentionally— sregarded the contributions of fe- ale veterans of this country.

MG Meloy's grandparents and great- andparents would have served in orld War I and the Civil War, respec- vely. Many American women in these eriods served their country loyally in rious roles, but very few were per- itted to do so in an official military pacity. In this context, MG Meloy's nguage makes sense. I find it hard to lieve that his acknowledgement of storical accuracy has made "many eople in this country ... not view omen as true veterans."

I have had friends, men and women ike, killed in combat in Iraq and fghanistan. No one I know—inside outside the military service—would nsider them to be anything less than veterans. My grandfather, COL Seldon B. Graham Jr., U.S. Army retired, has been a close friend of MG Meloy for more than 50 years. Anyone who knows MG Meloy personally can attest that he recognizes and respects the sacrifices they made. With due respect to MSG Whitney, let's spend more time building a truly cohesive Army and less time worrying about the pronoun placement of an officer who has served this country with honor and distinction.

CPT JARED GRAHAM
Longview, Texas

ARMY Magazine welcomes letters to the editor. Short letters are more likely to be published, and all letters may be edited for reasons of style, accuracy or space limitations. Letters should be exclusive to ARMY Magazine. All letters must include the writer's full name, address and daytime telephone number. The volume of letters we receive makes individual acknowledgment impossible. Please send letters to The Editor, ARMY Magazine, AUSA, 2425 Wilson Blvd., Arlington, VA 22201. Letters may also be faxed to (703) 841-3505 or sent via e-mail to armymag@ausa.org.

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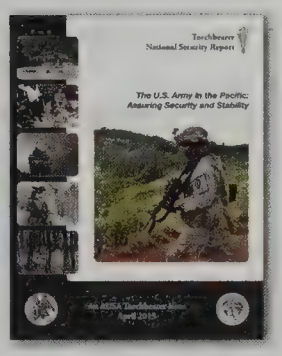
Land Warfare Papers

- **LWP 94 – Misinterpretation and Confusion: What is Mission Command and Can the U.S. Army Make it Work?** by Donald E. Vandergriff (February 2013)[1]
- **LWP 93 – Strategists Break All the Rules** by Major Adelaido Godinez (January 2013)[1]
- **LWP 92 – Leader Development, Learning Agility and the Army Profession** by Colonel Brian J. Reed (October 2012)[1]
- **LWP 91 – Irregular Warfare: Counterterrorism Forces in Support of Counterinsurgency Operations** by Colonel William B. Ostlund (September 2012)[1,4]
- **LWP 90W – General Matthew B. Ridgway: A Commander's Maturation of Operational Art** by Lieutenant Colonel Joseph R. Kurz (September 2012)[2]
- **LWP 89 – Distilling the Demographic Dividend: Retaining U.S. Army Officer Talent for the 40-year Career?** by Lieutenant Colonel Kevin D. Stringer (June 2012)[1]

National Security Watch

- **NSW 13-1 – Strategy and Policy: Civilian and Military Leadership in the 21st Century** by Nicholas R. Krueger (January 2013)[1]





- **NSW 12-4 – Earned Deferred Compensation** by Nicholas R. Krueger (August 2012)[1]
- **NSW 12-3 – Linking Latin America and the Pacific: A Strategy for the Long Term** by Douglas J. Schaffer (July 2012)[1]

NCO Update

- **An NCO's Commitment and Journey**[3] (1st Quarter 2013)[1]
- **Fostering Resilience in Army Children**[3] (4th Quarter 2012)[1]

Special Reports

- **AUSA + Second Session, 112th Congress = Some Very Good News** (January 2013)[1]
- **Profile of the U.S. Army 2012: a reference handbook** (June 2012)[1]
- **Your Soldier, Your Army: A Parents' Guide** by Vicki Cody (also available in Spanish)[1]

Torchbearer National Security Reports

- **The U.S. Army in the Pacific: Assuring Security and Stability** (April 2013)[1]
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- **A New Equipping Strategy: Modernizing the U.S. Army of 2020** (June 2012)[1]
- **Modernizing LandWarNet: Empowering America's Army** (May 2012)[1]

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- **Yellow Ribbon Reintegration Program: Building Communities of Readiness** (October 2012)[1]
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Defense Reports

- **DR 13-1 – The U.S. Army Capstone Concept: Defining the Army of 2020** (January 2013)[1]
- **DR 12-1 – Army Total Force Policy: Fully Integrating the Operational Reserve** (December 2012)[1]

Landpower Essays

- **LPE 12-1 – Just Don't Take Away My Smartphone** by Jeremy Rasmussen (October 2012)[1]

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[1] Available on AUSA website at www.ausa.org/ilw.
[2] Available ONLY on AUSA website at www.ausa.org/ilw.
[3] Lead story.
[4] Winner of the 2012 AUSA/Army Capabilities Integration Center (ARCIC) writing contest.

Washington Report

Continuing Resolution Provides Some Flexibility for DoD

A day before the continuing resolution (CR) funding the federal government expired in late March, President Barack Obama signed into law another CR—the Consolidated and Further Continuing Appropriations Act of 2013—which funds the government through September and gives DoD some leeway in spending. Sequestration, which mandates more than a $40 billion cut in DoD spending, remains in effect. The $984 billion short-term spending bill, however, puts $10.4 billion back in the Pentagon's budget and allows it to shift some funds to its operations accounts.

The funding bill allows DoD to delay by at least two weeks most civilian workers' furlough days, which it previously announced would begin in late April, and reduce them in number from 22 to 14. The CR also reinstates tuition assistance for servicemembers, a benefit abruptly canceled as part of the Pentagon's attempt to make the budget cuts mandated in the 2011 budget act. The legislation does not specify how the cost will be covered, instead leaving that to the services. Among its other provisions, the CR:

- Funds an across-the-board 1.7 percent pay increase for military personnel.
- Prohibits DoD from collecting new enrollment fees for TRICARE beneficiaries.
- Prohibits the Pentagon from spending funds on a new commission to identify another round of potential base closures.
- Appropriates $1.5 billion in unrequested funds for National Guard and reserve component equipment.
- Sets a ceiling on the number of active duty military personnel at 552,100 for the Army, which is 9,900 fewer than the current level.
- Proposes that the size of the active duty Army be cut by 72,000 between fiscal years 2012 and 2017.
- Provides $2.9 billion for DoD dependent schools.

Before adjourning for two weeks, the House of Representatives and the Senate each passed a fiscal year 2014 budget bill. The proposals differ markedly—with the Senate's reversing sequestration—and augur the start of months of debate.

Same-Sex Benefits. The Pentagon announced in February that it is extending new benefits to same-sex military spouses. DoD is limited in the benefits it can add based on the Defense of Marriage Act, which defines marriage as between one man and one woman. Health care and housing allowances, for example, cannot be made available. The Supreme Court is reviewing that law and is expected to rule this summer on its constitutionality.

Then-Secretary of Defense Leon E. Panetta said he foresees "a time when the law will allow the department to grant full benefits to servicemembers and their depe- dents, irrespective of sexual orientation." Until that tim DoD will extend all the benefits it can while complyi with the current law.

Eligible same-sex domestic partners of servicembe and their families should receive benefits by August 31, b DoD will ensure that they receive them no later than Oct- ber 1. To be eligible, both domestic partners must sign a d- claration attesting to the existence of their committed re- tionship.

DoD lists 22 additional benefits that will be available same-sex domestic partners. Among them are commissa and exchange privileges, joint duty assignments, chi care, and emergency leave. For more information, go www.defense.gov/news/same-sexbenefitsmemo.pdf.

Black Soldiers Honored. In March, President Bara Obama established the Charles Young Buffalo Soldiers N- tional Monument at the former home and farm of CO Charles Young in Ohio. The monument honors the m who rode in the all-black regiments established by Congre in 1866 as well as COL Young, who was the highest rankin black commanding officer in the U.S. Army from 1894 un his death in 1922.

COL Young was born to slave parents in Kentucky in 18 and grew up in Ohio. He was the third black graduate of t U.S. Military Academy at West Point, N.Y., and went on serve with the all-black 9th Cavalry in present-day Utah a Nebraska. He accepted a posting as a professor of military s- ence at Wilberforce University in Ohio in 1894 and lat bought a large house with adjoining farmland there. His mi- tary career took him around the world before he retired, b he always returned to Wilberforce, where he raised his fami

The Buffalo Soldiers fought alongside white regimen throughout many conflicts and played an integral part the exploration and settlement of America's western lan They were also important in the early history of U.S. n- tional parks.

The U.S. Army was instrumental in the administrati of several parks before the National Park Service was c- ated, and Buffalo Soldiers from California's Presidio ma- aged the state's Yosemite, General Grant (King's Canyo and Sequoia National Parks.

The Buffalo Soldiers built roads, put out fires, blaz trails, monitored tourists and performed many other se- vices, but no existing national park tells their story. T new national monument composed of COL Young's hou and farmland is a long-overdue memorial to the Buffa Soldiers and the slave-born West Point graduate.

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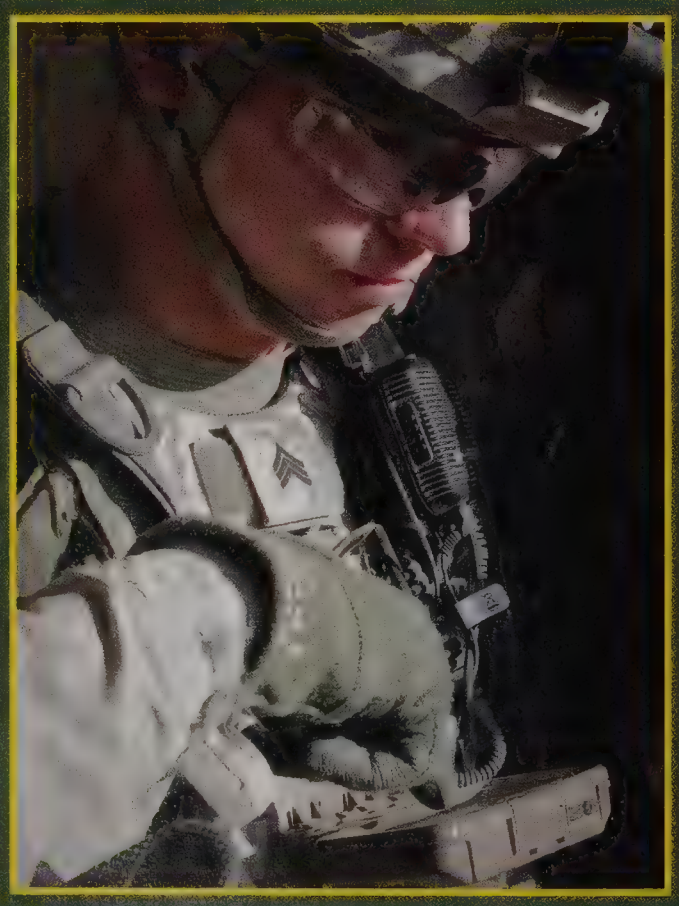
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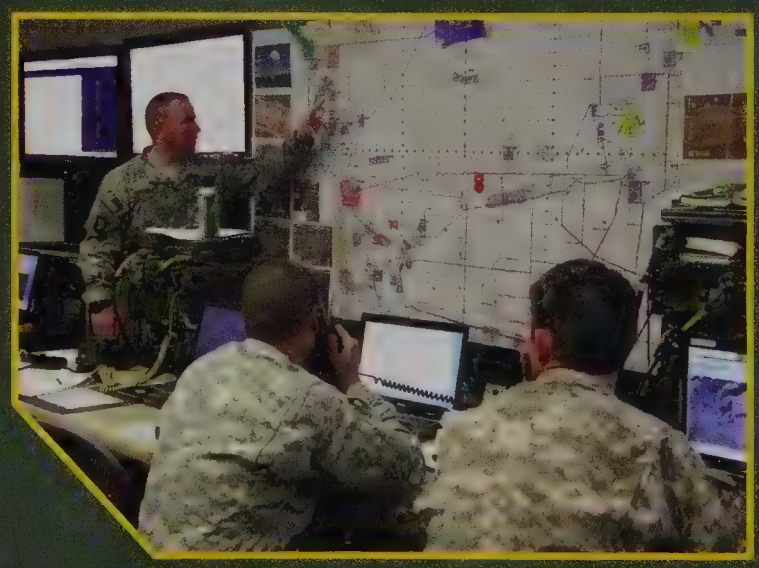
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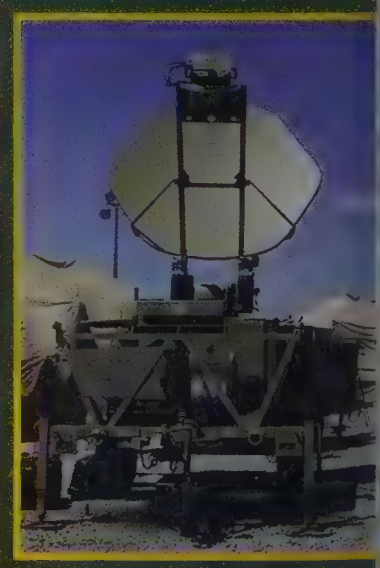
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News Call

U.S., ROK Sign Counter-Provocation Plan

n March, GEN James D. Thurman, ommander, U.N. Command/Com-ined Forces Command/U.S. Forces Korea, and Gen. Jung Seung-jo, chair-nan of the South Korean military's oint chiefs of staff, signed a military ontingency plan that contains mutu-lly agreed upon procedures and re-ponses to counter future provoca-ions and threats to the Republic of Korea by North Korea. The Combined Counter-Provocation Plan was signed on the third anniversary of the sinking of the *Cheonan*, a South Korean war-hip. South Korea maintains the ship was hit by a North Korean torpedo.

The plan also comes in response to ecent belligerent rhetoric from North Korea, along with its nuclear testing nd continued development of an in-ernational missile program. While de-ails of the cooperative plan are classi-ied, officials said it allows for an mmediate, strong and decisive com-ined response to any North Korean provocation.

North Korea has continued its belli-ose behavior. Angry over sanctions evied by the U.N. in response to a North Korean satellite launch and nu-lear test, the country also reacted to oint South Korean-U.S. military drills hat it said were preparations for a nu-lear strike. North Korea abrogated an rmistice ending the Korean War and ssued a statement that its strategic ocket units and long-range artillery nits had been placed in combat-ready osture aimed at targets on the U.S. mainland and military bases in South Korea and the Pacific. North Korea has lso increased the tension by cutting a nilitary hotline with South Korea and hreatening to launch missiles at Guam, Hawaii and the western United States.

Experts doubt that North Korea has he long-range capability to hit distant argets, and agreed that the rhetoric nd aggression are probably empty hreats. Nevertheless, a smaller provo-cation—such as a border skirmish—is possible. As North Korea's aggressive behavior increased, Secretary of Defense Chuck Hagel announced that the United States will continue to make measured responses. "As they have ratcheted up their dangerous, bellicose rhetoric, [North Korea presents] a real and clear danger and threat," he said.

New OER in the Works. By December, a new Officer Evaluation Report (OER) system that uses different forms and rating techniques for officers of different ranks will be in use in all branches and components of the Army. The new system is designed to strengthen rater accountability and reflect current Army leadership doctrine.

The new OER differs from the old in several ways. Among the differences, it establishes a clear distinction in responsibilities between raters, who are to discuss performance, and senior raters, whose job is to discuss potential. In addition, it uses three separate evaluation forms differentiated by grade—one for company-grade officers, warrant officers and chief warrant officers two; another for field-grade officers and chief warrant officers three through five; and a third for "strategic leaders," which includes colonels and brigadier generals. "Yes" and "no" boxes to describe a company-grade officer's characteristics, skills and various personality traits will be dropped. Instead, raters will write a few sentences to describe an officer's performance in six distinct areas from intellect to leadership ability. The new forms will also ask raters to suggest ways that an officer might be better developed.

In the fall, mobile training teams will be deployed Armywide to introduce officers to the new system before it is launched. A new version of Army Regulation 623-3, which explains the OER process, will be available sometime in November.

Force Changes in Europe. DoD announced changes to U.S. Army Europe's force structure in March, part of the ongoing restructuring of resources worldwide. Elements of the 173rd Air-



U.S. Army/SGT Brian Gibbons

GEN James D. Thurman, commander of U.N. Command/Combined Forces Command/U.S. Forces Korea (left), and Gen. Jung Seung-jo, chairman of the Republic of Korea's joint chiefs of staff, sign the Combined Counter-Provocation Plan in Seoul, Republic of Korea, in March. The agreement is designed to counter North Korean provocations.

borne Brigade Combat Team—four battalions—will relocate this summer. The brigade's headquarters battalion and one infantry battalion will relocate from Caserma Ederle in Vicenza, Italy, to the Army's new facility in Del Din (formerly called Dal Molin), also in Vicenza. The other two battalions will move within Germany, from Schweinfurt and Bamberg to Grafenwoehr.

In addition to deactivating V Corps Headquarters and the 170th and 172nd Infantry brigades announced previously, DoD specified the disposition of 2,500 enabling forces from Baumholder, Grafenwoehr, Bamberg, Schweinfurt, Ansbach, Kaiserslautern, Wiesbaden and Illesheim, Germany. Two police platoons and one movement control team from Italy are included on the list as well.

Information on the status of other units in Bamberg and Schweinfurt will be announced in the near future. For an itemized listing, visit goo.gl/27COm.

Active Units Replace ARNG. The Army announced in March that it will deploy active duty soldiers instead of four Army National Guard units to serve in Operation Enduring Freedom-Trans Sahara and the Multinational Force Observer Task Force Sinai. The combination of sequestration, the Budget Control Act of 2011 and the underfunding of fiscal year 2013 overseas contingency operations prompted the personnel switch, which will save approximately $93 million.

The four units scheduled to deploy this June that will be replaced with active units are all part of the Indiana Army National Guard. They are 1st Battalion, 293rd Infantry Regiment; 1st Squadron, 152nd Cavalry Regiment; and Companies D and F of the 113th Combat Support Battalion.

The announcement said the Army is committed to its total force policy. The manpower substitution was made solely to save money and does not indicate a policy shift in relation to the future deployment and utilization of reserve components.

Austin Named CENTCOM CG. GEN Lloyd J. Austin III, previously Vice Chief of Staff of the Army, took command of U.S. Central Command (CENTCOM) during a ceremony at MacDill Air Force Base in Tampa, Fla., in late March.

GEN Austin will oversee the drawdown of U.S. troops, the transition of security to Afghanistan forces and the withdrawal of thousands of U.S. vehicles and shipping containers from Afghanistan as the NATO combat mission ends in 2014.

He noted at the change of command ceremony that "[the drawdown] is not meant to signal an end to our presence or involvement in the region" and that "we must remain engaged and mindful of the fact that success in our various critical endeavors will require the efforts of many."



GEN Lloyd J. Austin III

Network Technologies Fielded. Tw brigade combat teams (BCTs) from th 10th Mountain Division (Light In fantry) will be the first soldiers to de ploy with a new on-the-move commu nications network that will connec them over large distances downwar from the brigade level.

Some 1,600 soldiers with the 2n BCT, out of Fort Polk, La., will deplo to Afghanistan this summer as a Secu rity Forces Advise and Assist Tea (SFAAT). The division's 3rd BCT, fro Fort Drum, N.Y., will also deploy t Afghanistan as an SFAAT with th new network later this year.



The Golden Knights made their first jumps from a new aircraft, the UV-18C, in February. A Twin Otter Series 400 modified for paratroop jumping, it is the first of three new aircraft procured for the Army's parachuting team by Army Aviation's Fixed Wing Project Office.

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U.S. Army/CPT Jesse Paulsboe

An AH-64 Apache rises from behind a hill during a training exercise at Yakima Training Center, Wash.

Last October, the soldiers were the first to receive the suite of smartphone-compatible radios, software and networking systems known as Capability Set 13 (CS 13). CS 13 allows the BCTs to use advanced satellite-based systems in conjunction with data radios, handheld devices and the most advanced Mission Command software. Soldiers can send voice and chat communications and situational awareness information throughout the team as they move through its area of responsibility.

Armed with the new communications system, the SFAAT teams will be better able to support Afghan forces as they take the lead and the U.S. military draws down.

The fielding of CS 13 was unique because it was the first time the Army delivered a complete package of network technologies rather than deploying each system independently.

SENIOR EXECUTIVE SERVICE ANNOUNCEMENTS

Photograph currently unavailable:
P.E. McGhee, Tier 2, to Dep. CoS for Resource Management, HQ, FORSCOM, Fort Bragg, N.C.

Tier One. **D.M. Klippstein** to Dep. Dir. for Plans and Policy, ODCS, G-3/5/7, Pentagon, Arlington, Va.

■ ***CoS**—Chief of Staff; **FORSCOM**—U.S. Army Forces Cmd.; **HQ**—Headquarters; **ODCS**—Office of the Deputy Chief of Staff.*

Building Resilience. The Army unveiled a new website in March that provides resources soldiers can use to help deal with crises such as suicidal thoughts, sexual assault or mental disorders. The website is part of an initiative to build soldier resilience and enhance unit readiness—the Ready and Resilient Campaign. It also contains information on medical and personal readiness, and issues resulting from a soldier's transition to civilian life.

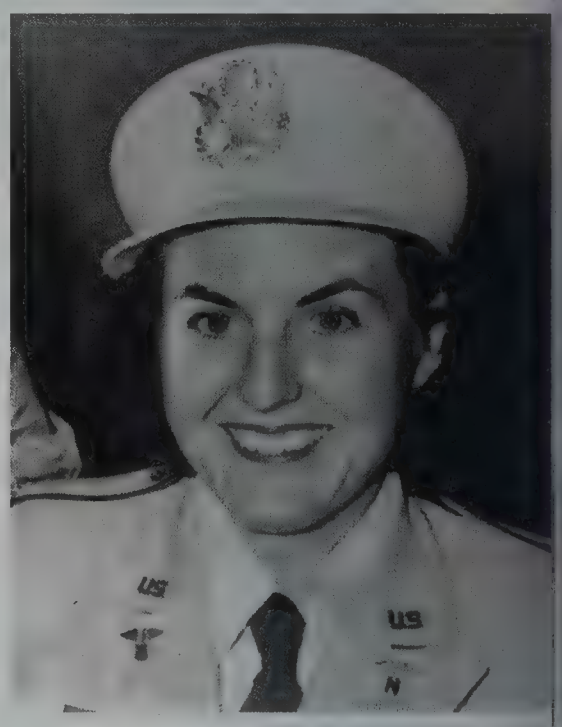
The website is designed to bring together the resources spread out across other sites on the Web. It is meant to serve as a one-stop shop not only for soldiers who need help dealing with their problems but also for those who need to determine what those problems are. Visit www.army.mil/readyandresilient.

First AH-64Es Fielded. This winter, soldiers from the 1-229th Attack Reconnaissance Battalion at Joint Base Lewis-McChord, Wash., were the first in the Army to field the latest version of the AH-64 Apache helicopter, also known as the Guardian. The unit was scheduled to complete fielding by the end of April with a total of 24 aircraft.

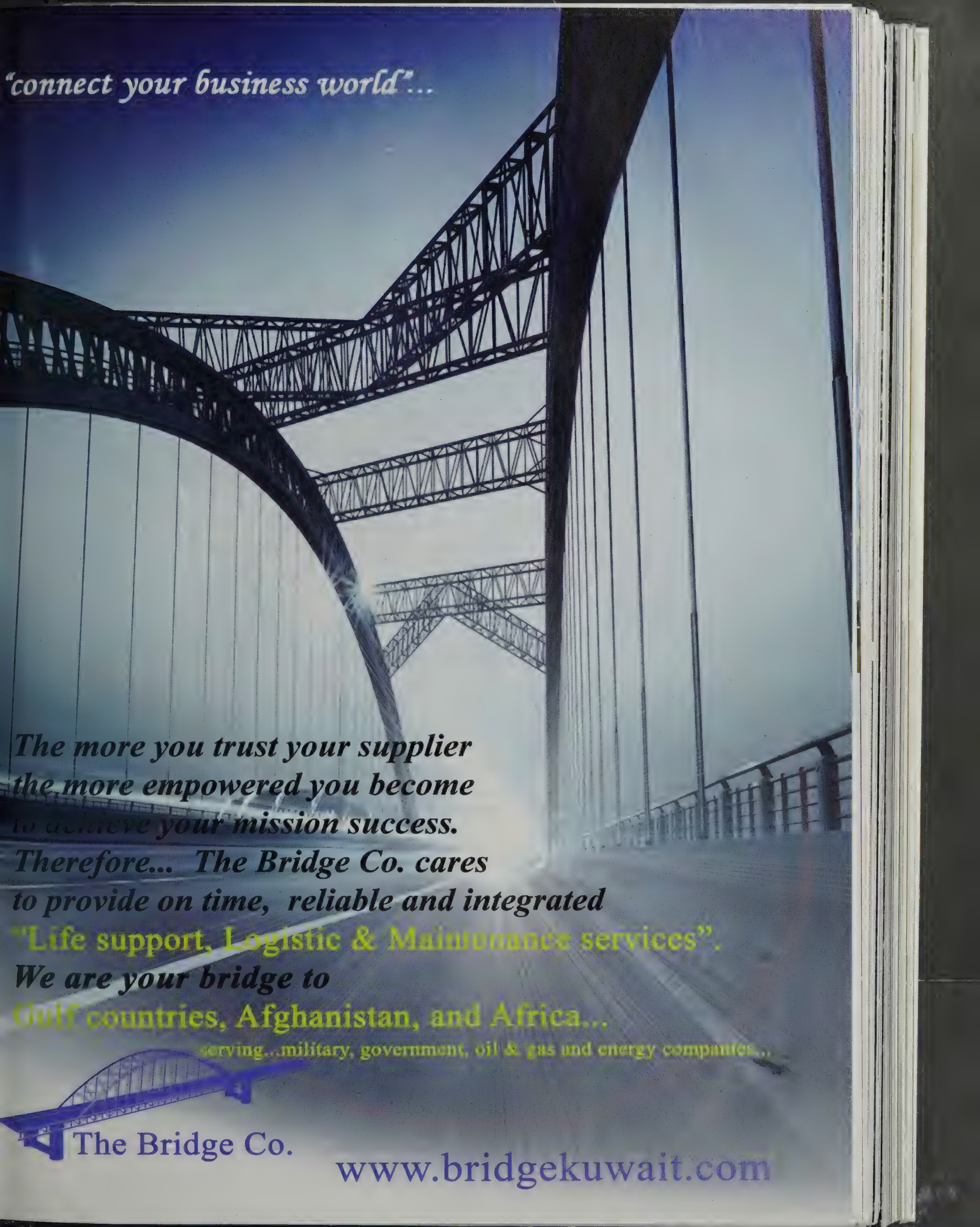
The Guardian—or Echo—model of the heavily armed, twin-engine attack helicopter replaces the AH-64D Longbow and boasts several upgrades, such as more powerful and fuel-efficient engines, improved rotor blade technology and advanced electronics. The upgrades give it improved range, performance, maneuverability and reliability. In addition, the AH-64E restores the power lost as the Apache grew heavier with the addition of equipment over the past decade. This gives pilots more control operating in high-altitude areas which restrict power. It is the first Army rotary aircraft capable of hovering at 6,000 feet with a full mission payload.

The Guardian is also faster and more agile than the Longbow. It has a combat speed of 189 mph—some 20 mph faster than its predecessor—and can turn faster and tighter. In addition, it can operate unmanned aerial vehicles/systems remotely.

Last Angel Dies. Mildred Manning, the last survivor of the so-called Angels of Bataan and Corregidor, died in March at the age of 98. The Angels were a group of 66 Army and 11 Navy nurses taken prisoner as the Japanese overran the Philippines during World War II.



Manning arrived in the Philippines six weeks before the bombing of Pearl Harbor on December 7, 1941, and was stationed north of Manila. Most of the nurses were sent to Bataan after the attack, where they treated the wounded in an open-air hospital in the jungle in an attempt to escape constant Japanese bombing raids. With the surrender of Bataan in April 1942, the nurses were evacuated to the island of Corregidor, which soon became home to 12,000 Allied warfighters.


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A team from the 25th Infantry Division, U.S. Army Alaska, celebrates winning the inaugural Gainey Cup Competition, a five-day test of soldiers' physical fitness and mastery of cavalry scout skills.

The nurses worked in the main part of a large tunnel on Corregidor.

When the Americans surrendered Corregidor in May 1942, the Japanese sent the nurses to the Santo Tomas Internment Camp in Manila. For the next three years, they nursed the sick and wounded among some 4,000 internees on the island. By the last year, according to Manning, their rations consisted of "only a cup of rice twice a day." Many of the imprisoned lost an average of 30 percent of their body weight before soldiers of the 1st Cavalry Division liberated the camp in February 1945.

Best Cavalry Scout Team. A five-member team from 1st Squadron, 40th Cavalry Regiment, 4th Brigade Combat Team (Airborne), 25th Infantry Division, U.S. Army Alaska, out of Joint Base Elmendorf-Richardson, Alaska, bested 18 others to be named best Cavalry Scout Team in the Army in the inaugural Gainey Cup Competition at Fort Benning, Ga. The five-day event, which tested competitors' physical fitness and mastery of cavalry scout skills, was held from March 1–5. The 82nd Airborne Division came in second and the 3rd Infantry Division took third.

The four-hour "Disciplus Validus," which included a five-mile march carrying 35 pounds and a multi-event physical fitness test, opened the competition. The scouts then took a written exam that called on their knowledge of domestic and foreign vehicles, helicopters and weapons systems. During day and night live-fire exercises, the teams were tested on their ability to observe named areas of interest, acquire targets, engage with direct and indirect fires, and employ proper reporting procedures.

Each team also had to disassemble and reassemble weapons in an assigned time frame.

The event was named for retired CSM William J. Gainey, who became the first senior enlisted advisor to the chairman of the Joint Chiefs of Staff in 2005.

3-D Data to Reduce Costs. Army engineers are working to provide three-dimensional schematics of parts and equipment to manufacturers as a way to increase efficiency and lower costs. When the Army wants a part or a product made, it gives the manufacturer two-dimensional drawings of the item, along with manufacturing data that include its dimensions and tolerances. However, most manufacturers now work with 3-D data and use computer-aided tools to make products. Consequently, a vendor must take the Army's 2-D data and convert it into a 3-D computer-aided design that the tools read to create the piece. The vendors take the risk involved in translating the data correctly, and they charge for that conversion time.

Engineers at Picatinny Arsenal, N.J., and Aberdeen Proving Ground, Md., are working together to produce 3-D data packages in a format that the manufacturers' computer-aided tools can read. The team relied on the com

Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed supporting Operation Enduring Freedom from March 1 to March 31, 2013. All names have been released through the Department of Defense; families have been notified.

SSG Steven P. Blass, 27
SGT Michael C. Cable, 26
SFC James F. Grissom, 31
CWO James E. Groves III, 37
CWO Bryan J. Henderson, 27
CPT Sara M. Knutson, 27
CPT Andrew M. Pedersen-Keel, 28
SPC David T. Proctor, 26
SSG Rex L. Schad, 26
SSG Marc A. Scialdo, 31
SPC Zachary L. Shannon, 21
SPC Cody D. Suggs, 22
SGT Tristan M. Wade, 23



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mon portable document format (PDF) to create a 3-D design document that includes the new product visualization and manufacturing data.

The engineers are currently developing a technical data package that will include a step-by-step how-to guide with illustrations that will show how various tools can be used to make parts, as well as how to assemble individual parts into a working system. They are also working to establish a secure Internet database that contains information on different products throughout their time in service. The data can be accessed for reference or to suggest product improvements and updates.

Culinary Competition. More than 200 military food service specialists in 22 teams from all branches of service prepared more than 500 judged entries while participating in the week-long 38th Annual Military Culinary Arts Competitive Training Event at Fort Lee, Va., in March.

This event is the primary training opportunity for military chefs. It is managed by the Joint Culinary Center of Excellence, part of the U.S. Army Quartermaster School, Combined Arms Support Command. This year's competition was smaller because of tighter budgets; some events, such as the ice carving contest, were dropped.

There were 14 major categories ranging from culinary team of the year, won by the chefs from Fort Hood, Texas, to a nutritional hot food challenge, which went to MSG Verna Bellamy and SGT Joshua Spiess from Fort Stewart, Ga. More than 55 gold medals, 129 silver medals and 121 bronze medals wer awarded in front of an audience o hundreds of people.

The competition was open to th public and included live competition and demonstrations, as well as display at the Fort Lee Field House. Visitor could purchase three-course hot meal and taste the entries themselves. ★

COMMAND SERGEANTS MAJOR CHANGES*



CSM L. Thomas Jr., USAR, from 84th TC, Fort Knox, Ky., to USARC, Fort Bragg, N.C.



CSM W.B. Zaiser from USASFC(A), Fort Bragg, N.C., to USSOUTHCOM, Miami.

■ ***TC**—Training Cmd.; **USAR**—U.S. Army Reserve; **USARC**—U.S. Army Reserve Cmd.; **USASFC(A)**—U.S. Army Special Forces Cmd. (Airborne); **USSOUTHCOM**—U.S. Southern Cmd.*

**Command sergeants major positions assigned to general officer commands.*



U.S. Army/Amanda Kim Stairrett

MG William Mayville (left) and CSM Charles Sasser (right) unfurl the 1st Infantry Division colors at Victory Park on Fort Riley, Kan., in March. The uncasing marked the official return of the Army's oldest division headquarters from a yearlong deployment leading Regional Command-East in Afghanistan.

GENERAL OFFICER CHANGES*



LTG D.L. Mann from CG, USAREC, Fort Knox, Ky., to CG, SMDC/ARSTRAT, Redstone Arsenal, Ala.



MG W.C. Mayville Jr. from CG, 1st Inf. Div./CJTF-1, OEF, Afghanistan, to Asst. Dep. CoS, G-3/5/7, USA, Washington, D.C.

Brigadier Generals: **D.C. Bolduc** from Dep. Cmdr., SOJTF-A, OEF, Afghanistan, to Dep. Dir. for Ops., AFRICOM, Germany; **S.E. Farmen** from Cmdt., U.S. Army Transportation School, Fort Lee, Va., to CG, 19th Sustainment Cmd. (Expeditionary), Eighth U.S. Army, ROK; **C.A. Flynn** from Dep. CG, 82nd Airborne Div., Fort Bragg, N.C., to CoS, CENTCOM, MacDill AFB, Fla.; **P.C. Hurley Jr.** from CG, 19th Sustainment Cmd. (Expeditionary), Eighth U.S. Army, ROK, to Dep. Asst. CoS, C/J-4, UNC/CFC/USFK/Dep. CG (Spt.), Eighth U.S. Army, ROK; **T.J. McKenrick** from CoS, OSC-I, CENTCOM, Iraq, to Dep. Dir. for Ops., NJOIC, Ops. Team-1, J-3, Jt. Staff, Washington, D.C.; **C.L. Nixon**, USAR, from Cmdr., USAR Element, CENTCOM, Tampa, Fla., to Dep. Cmdr., INSCOM, Fort Belvoir, Va.; **B.F. White**, USAR, from Asst. Div. Cmdr., HQ, 95th Training Div. (IET), Fort Sill, Okla., to Dep. CG, 75th TC (IET), Houston.

***AFB**—Air Force Base; **AFRICOM**—U.S. Africa Cmd.; **CENTCOM**—U.S. Central Cmd.; **CG**—Commanding General; **CJTF-1**—Combined Joint Task Force-1; **Cmdt.**—Commandant; **CoS**—Chief of Staff; **HQ**—Headquarters; **IET**—Initial Entry Training; **INSCOM**—U.S. Army Intelligence and Security Cmd.; **NJOIC**—National Joint Operations Intelligence Center; **OEF**—Operation Enduring Freedom; **Ops.**—Operations; **OSC-I**—Office of Security Cooperation-Iraq; **ROK**—Republic of Korea; **SMDC/ARSTRAT**—U.S. Army Space and Missile Defense Cmd./Army Forces Strategic Command; **SOJTF-A**—Special Operations Joint Task Force-Afghanistan; **Spt.**—Support; **TC**—Training Cmd.; **UNC/CFC/USFK**—United Nations Cmd./Combined Forces Cmd./U.S. Forces Korea; **USA**—U.S. Army; **USAR**—U.S. Army Reserve; **USAREC**—U.S Army Recruiting Cmd.*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*

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Front & Center

Sequester Vector

By GEN Frederick J. Kroesen
U.S. Army retired

Sequestration is upon us, and there is no lack of advice, direction or recommendations for coping with the dollar reductions facing the military services and the Defense Department, some coming from our own retired community. We know, of course, that all generals and admirals today are "joint" thinkers. By congressional decree we have, for a generation, required joint qualification before being appointed to flag rank, hence qualified to prepare, direct and supervise joint operations.

Nevertheless, though qualified as joint, I found it always advisable to turn to the U.S. Air Force to provide the substance of an air campaign or an air support plan, and a naval officer to advise about U.S. Navy participation. That perhaps explains why I look askance when a Navy admiral proposes that the Army could pay the sequester costs for the whole Defense Department if it were reduced by 200,000 more soldiers than the 100,000 already programmed to reach its authorized strength of 490,000. That 200,000 would take us to pre-World War II levels.

The argument for such a step proffers the observation that the figure of 490,000 is 10,000 more than the end strength authorized before 9/11, when our national strategy prescribed a capability to fight two wars simultaneously, a requirement no longer expressed. There is no reference to the fact that, even to fight one war, the 480,000 required the transformation of our reserve components into 200,000 additional operational assets, and the hiring of another 200,000 contract personnel to meet the needs of combat operations that extended into years of commitment. Even given these major augmentations, the regular Army became overcommitted, inadequately trained and drained of its resilience, sending too many soldiers on a treadmill of repetitive tours to the combat zones. Today, the Army is unready for any commitment beyond the rotations currently planned for Afghanistan. Today, it is an Army whose officer and NCO corps have been denied the military education enjoyed by its predecessors and important to its future. Today, it is an Army plagued by personnel and family problems from which it will take



years to recover. Reducing the Army to 490,000 already returns it to a figure inadequate for its continuing missions.

It might further be observed that the Army of 960,000 that was committed to the Vietnam War, in an area more closely associated with the Pacific Ocean than almost any other area, required an expansion of three divisions over the 16 then active and a strength increase to 1.5 million. It is difficult to conjure a combat theater more suited to AirSea Battle strategy, yet it required an addition of 500,000 to our land power forces to fight that war.

The admiral's proposal also returns the U.S. Marine Corps to about its pre-9/11 strength, which is explained as sufficient for meeting any needed "initial response or forced entry." There is no reference to the fact that all forced entries since the invasion of Inchon, South Korea, have been airborne or air-mobile Army operations. There is no concern that any future forced entry beyond a shallow coastal plain will require more of the same, to say nothing of the Army's responsibility for logistical support, even of an amphibious operation that stretches into weeks or months of sustained combat.

Worldwide threats are not addressed. The unflagging, determined efforts of the jihadists to continue their attacks to establish a worldwide Shariah government are a principal concern that is not mentioned. One has to wonder about our joint commanders' concepts for employing the AirSea Battle strategy to cope with an insurrection such as the one now playing out in Mali. We know that the tilt to the Pacific is influential in shaping the "how to fight" decisions, but the threats abounding in the rest of the world certainly cannot be ignored, and most of them would more likely require the employment of land power.

This is not an argument against AirSea Battle. It is instead an insistence that AirSea Battle is not a panacea for solving our future military challenges. It is a method of employing long-range firepower to deny an enemy success or to punish an enemy who has chosen to initiate military operations.

Denial may be a satisfactory conclusion, but in most cases, denial is a postponement of a solution. Denial in Korea brought a 60-year standoff that even now threatens to re-erupt. Denial in Vietnam resulted in an ultimate loss when the costs of sustaining the truce were considered too great. Solutions require the control of land area and populations, and that is hard to obtain without the commitment of land power.

The pages of ARMY Magazine have long advocated an Army of more than 700,000 as the force required to deter war or to win if deterrence failed. Today, there is no apparent support for that Army in Congress, the Defense Department, the think tanks or the news media, but that does not invalidate or nullify the recommendation. □

***GEN Frederick J. Kroesen**, USA Ret., formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.*

Reversal of Readiness

By LTG James M. Dubik
U.S. Army retired

Postwar periods of reduction are always difficult. The one the nation is going through now is particularly hard. Why? First, we're not in a postwar period—we're still at war. Second, the nation seems to lack a common vision for the future, with respect to how our military should be used. We seem stuck on hope as our method. Drawdowns without a compelling vision end up budget-driven, not strategy-driven. In a world like ours, with so much ambiguity, so many varieties of war plausible, and so many continuing global interests and responsibilities, America needs a more complete public discussion of our military requirements and our ability to meet them. No one doubts the demands of our fiscal situation, but that shouldn't result in choices that may do more harm to U.S. interests in the long run.

—GEN Gordon R. Sullivan
U.S. Army retired

Just five years after the U.S. Army helped defeat the Axis powers in both the European and Pacific theaters, it was nearly pushed off the Korean Peninsula by a peasant army of North Koreans. No one anticipated this reversal of readiness, but it happened nonetheless. In *The Korean War*, Max Hastings writes, "[This reversal] was a direct consequence of [Defense Secretary Louis] Johnson's policies, approved by [President Harry S] Truman that by June 1950 … divisions lacked 62 percent of their infantry firepower and 14 percent of their tanks … and … the Army in Japan possessed only forty-five days' supply of ammunition." Many also believed that the high-tech weapons of the time (air power and atomic weapons) would offset the need for ground forces.

The Army will probably not suffer a reversal of readiness similar to that which followed World War II, but our senior military and civilian leaders are watching closely. For the past 12 years, the Army has been ridden hard and is now being put away wet. The risk of unintended consequences is real, especially given several misleading or outright false propositions that are increasingly part of the discussion on U.S. strategy and defense planning.

First among these misleading propositions is that our wars are over. America is confusing "withdrawing from a war" with "ending a war." The two are very different. A war ends when strategic objectives are met or an enemy is defeated and recognizes its defeat. In Iraq, the war continues—albeit at a level that the Iraqi security forces are, so far, able to handle and the Iraqi government can manage. The growing instability in Iraq, spillover from the situation in Syria and Iranian influences all make Iraq a tenuous place. We hope to achieve sufficient stability in Afghanistan, but such a result is not a foregone conclusion—especially if we leave behind too few NATO troops to support and train the Afghan National Army, or if the Afghan government exacerbates internal and regional tensions instead of relieving them. We are shifting our strategy against al Qaeda from one defined as "disrupt, dismantle and defeat" to one that uses drones, an occasional special operations forces raid, and surrogates to manage terrorism—meaning, in the words of David Sanger in *Confront and Conceal*, "a precise, directed economy of force … that quickly runs into limitations." The drone approach is a de facto strategy of punishment and attrition with all the attendant assumptions and risks. Reducing readiness while at war is a dangerous strategy.

Equally dangerous is the United States' bias toward over-believing in technological solutions—for example, "lethal, fast and remote" solutions; "rapid, decisive" operations; and "light footprints." While the United States faces no overwhelming existential threat, most analysts agree that we do face significant ambiguity, with a reasonable probability of becoming involved in some kind of complex contingency operation that cannot be solved by relying on our technological advances.

*Global Trends 2030: Alternative World*s published by the National Intelligenc Council (NIC) in December 2012, fo example, states that our future holds potential for increased conflict, both in terstate and intrastate. Among the rea sons cited for the potential increase ar these: individuals and nonstate organi zations with access to disruptive tech nologies and instruments of war; diffu sion of power; growing competitio for ever-scarcer resources like wate energy and food; fragile governments shifting demographics; wider scope o regional instability; and potentiall stalled economic growth. The *Globa Trends* forecast for multiple forms o war comes at a time of rising uncer tainty as to the United States' willing ness or ability to be the guarantor o security, and increased ambiguity as t the stability of the international sys tem. At one point, the NIC lists rea sons that some found its conclusion too optimistic.

The study also suggests that hard military power will retain some util ity, for "great power conflict [thoug likely to decline] may not be incon ceivable." Its utility, however, dimin ishes given the kinds of conflicts th authors see emerging. The reader i left to conclude that complex contin gency operations, hybrid warfare, ir regular warfare, intrastate warfare or "war amongst the people," as Si Rupert Smith calls them in *Utility o Force: The Art of War in the Modern World*—as well as the potential spill over into wider conflagrations affect ing the interests of major states—will

equire ground, conventional and special operations forces to resolve.

Third is the human capacity for denial. The 1989 invasion of Panama required a large number of ground forces. Significant ground forces were also necessary to remove Iraqi forces from Kuwait. The ethnic cleansing in Bosnia was finally stopped by an air/ground campaign, and enforcing the Dayton Accords required significant ground forces. The Kosovo bombing campaign punished the Serbs, but once again, only NATO's stabilizing ground forces stopped the ethnic cleansing. In Afghanistan and Iraq, fewer forces were necessary to remove regimes than were needed for the security and counterinsurgency operations that followed. So, when the mantra of "never again" is applied to the employment of large ground forces, Americans should be skeptical.

Reality forced itself on the Bill Clinton administration, which did not want to "do" Bosnia, as well as the George W. Bush administration, which did not want to fight a counterinsurgency. The Barack Obama administration may yet find itself in the same position—forced to do what it does not want to do. How the situation plays out in the Maghreb, the Middle East, Southwest Asia, Iran, the Levant or North Korea is very much an open question. An adversary's calculation of U.S. leadership and capacity, moreover, is an important factor in how the future unfolds. In fact, resolution of plausible scenarios in each of the geographic locations listed would require much more than a "light footprint" or a "lethal, fast and remote" approach.

A fourth misleading proposition that makes unintended erosion of readiness possible concerns reaction time. The United States has been surprised more often than not. A decision for a democracy to use force is often drawn out, and executing a decision takes longer still. Time is a precious commodity. So the premise that America's ubiquitous intelligence capacity will allow us the time to prepare for a slow-emerging threat or adapt to an unfolding situation may apply, but only to a very limited band of possible scenarios. John Keegan's admonition in *Intelligence in War* hits the nail on the head: "Foreknowledge is no protection against disaster. Even real-time intelligence is never real enough. Only force finally counts." Forces-in-being provide political leaders with options; forces-*in-potentia* do not.

Similarly dubious is the argument that America's military capacity should be focused on a forced-entry capacity. Of course, such a capacity is necessary, but it is a preliminary capacity: Access is gained or entry forced as a means to employ a follow-on force; sometimes small and for a short duration, but often not. To focus primarily on anti-access or forced entry is to confuse a means with an end.

Again, the human capacity for denial is huge. Wanting U.S. strategic challenges to be fixable by a "light footprint," a "lethal, fast and remote" approach or a "rapid, decisive" operation does not make it so. Nor does wishing that America can anticipate its strategic challenges make it so. In this time of strategic ambiguity, while we remain fighting an active, global enemy—and with other potential threats to American security interests—the actual American ground force requirements seem to be in inverse relationship to the direction the United States is taking.

Fifth comes the false belief that waging war is solely a military matter. Almost all analysts believe that military force will remain necessary but insufficient to succeed in the kinds of "hybrid warfare" situations most see in the future. Yet the nation's ability to identify the right strategy; raise, employ and coordinate the right military and nonmilitary elements of that strategy; and adapt that strategy flexibly and quickly as conditions in the war change cannot be listed as American strategic strengths. Improving these strategic deficiencies, however, is rarely part of any debate about American defense strategy.

Last, the Army's own can-do attitude is a potential contributor to the unintended consequence of reversing readiness. Of course, the can-do attitude is a two-sided coin. On one side, the Army's positive spirit is essential, desired and necessary. Spirit and morale have carried many units to success, even in the direst of situations. A winning and aggressive spirit, the hallmark of America's Army, is not made from pessimism—nor can it be. The other side of the coin, however, is a propensity associated with all downsizing periods: avoiding brutal honesty.

None of the foregoing is an argument against reducing the United States' defense budget, the Army's included. The American way of war costs the nation too much in personnel, weaponry and equipment, and too much in supplies and logistic support. This trend is partially due to having a professional force. Other cost-driving factors, however, are also present: chasing higher and higher technology, outsourcing too much to contractors, and having fewer suppliers of war-related items and services. Military infrastructure is too large when compared to the size of our forces; excess infrastructure must be reduced. Social expectations—what our nation's citi-



zens expect is provided to deployed soldiers—also contribute to rising costs. Finally, U.S. acquisition and contracting laws and regulations add to the rising costs of war.

War isn't going away. The nation needs a way to reduce the overall cost of waging war and sustaining its military forces. Believing that our wars are over; that all future engagements can take a "light footprint" approach or be resolved with a "lethal, fast and remote" operation; that we will have enough time to grow what we need to face a future threat; or that war is solely a military matter are all delusions.

The nation needs a serious and public discussion about its defense needs and the strategy to meet those needs. Cutting by sequester, absent such a public discussion, increases the risk of gutting U.S. ground forces and unintentionally reversing readiness. No one desires such a consequence, but i could happen nonetheless. The natio could find itself having fewer strategi options than it actually needs, and re peating mistakes at the expense o American blood.

LTG James M. Dubik, USA Ret., is a for mer commander of Multi-National Secu rity Transition Command-Iraq and a se nior fellow of AUSA's Institute of Lan Warfare.

Another Cycle in War's Cat-and-Mouse Contest

By Richard Hart Sinnreich

Many years ago, during a White House intelligence briefing that I attended, the CIA briefer flashed an unusual photo on the screen. It revealed what appeared to be an ALFA-class nuclear attack submarine docked at the massive Soviet naval base on the Kola Peninsula.

What made the photo unusual was that the Russian sub appeared to be bent in the middle, right behind the sail—the structure that sticks up above the hull—so that its front and back half were catty-corner. There were no other signs of damage.

That, it turned out, was because the "sub" wasn't a sub at all. It was an inflated decoy.

One of my civilian colleagues objected that no attacking aircraft would be fooled by it for a minute. To which the briefer replied that recognizing a "rubber ducky" in a photo while sitting in a comfortable conference room chair was one thing. Recognizing it while rolling in on it at 500 knots under ground fire was another. "Believe me," he insisted, "decoys work."

That episode came to mind recently while reading the Associated Press report of a document discovered on the floor of a building in Timbuktu after Islamic extremists had fled the city to escape advancing French and Malian forces. The document was a how-to pamphlet on spoofing and otherwise hiding from aerial drones.

Among its reported suggestions: using woven grass mats to conceal parked vehicles, mudding them to blend in with the desert, and furnishing false targets using dolls and statues—the homegrown equivalent of that inflated Soviet sub decoy. Noted one Air Force drone expert quoted in the AP article, "These are not dumb techniques. It shows that they are acting pretty astutely."

That should ring a familiar chord with anyone who participated in the U.S. Army's "futures" war games of the late 1990s and early 2000s. Red teams in those games—those playing the enemy—invariably were compelled to fight in conditions of unchallenged Blue air supremacy.

The only way to survive in those conditions, let alone have any chance of winning, was through guile. One solution, with which U.S. forces during the past decade have become only too familiar, was to operate in densely populated areas, counting for protection on Western reluctance to inflict civilian casualties.



"No trinkets, guns or whiskey. Just a timetable for withdrawal."

In one early game, Red invaded a neighboring country by infiltrating its units into an annual religious pilgrimage. As the Blue commander later told a reporter covering the game, "We were helpless. There was no way to attack them."

But using human shields is a wasting technique, especially for insurgents seeking ultimately to earn the obedience, if not necessarily the affection, of the local population. Spoofing is both less risky and more reliable.

In its simplest form, spoofing simply involves concealment, as with those grass mats and other classic forms of camouflage. But concealment alone has limitations.

For one thing, it tends to be hostage to the local environment. Concealment in urban areas and other complex geography is relatively easy. In the barrenness of deserts and other open terrain, it's much harder.

Moreover, modern technologies such as look-down radar and infrared detection defeat purely visual camouflage. They can even penetrate some solid structures to reveal those concealed inside. And while today's drones have somewhat less sensor capability than manned aircraft, that deficit is rapidly disappearing.

A much better solution than concealment alone is to decoy. Failing to find any targets at all simply impels the would-be attacker to look harder. Much better to show him what he expects to find—or at least, what appears to be what he expects to find.

Moreover, decoys have a collateral benefit: They attract expensive munitions that otherwise might not be expended, imposing costs on the attacker without compensating return. And since today's advanced munitions typically cost far more than the decoys they destroy, the resulting adverse cost-exchange ratio significantly advantages the spoofing combatant.

In short, that the objects of our drone attentions have begun to figure out ways to defeat them should surprise no one. But the implications are important. Not least of those is the reality, which sadly must be relearned after each new development in aerial attack, that, to defeat a capable and determined enemy, especially one operating on his own soil, nothing finally can take the place of boots on the ground.

Because that's true, drones should be recognized for what they are: not the revolutionary technology that some of its more ardent enthusiasts claim will transform—and sanitize—war, but instead simply the newest entry in the endless cat-and-mouse contest between attacker and defender.

Which also suggests that, as with other such fads, war by drone may prove easier to start than to end. □

***Richard Hart Sinnreich** writes regularly about military affairs for* The Lawton *(Okla.)* Sunday Constitution. *This article originally appeared in the February 24, 2013,* Lawton Constitution *and is reprinted by permission of the author.*

ARCIC/AUSA

WRITING CONTEST

The Army Capabilities Integration Center (ARCIC) is seeking to identify, discuss and influence the outcome of significant defense issues that affect the U.S. Army. To allow for more direct participation in the public debate of defense-related issues, ARCIC and the Association of the United States Army (AUSA) are once again cosponsoring a writing contest. The submission of quality manuscripts is encouraged.

Contest participants may choose from four themes:

- The Network as a Weapon and Mission Command;
- Asia–Pacific and the Middle East;
- Special Operations Forces and General Purpose Forces Integration; and
- America's Next First Battles in 2030–2040.

Papers must be original, unpublished and between 5,000 and 10,000 words, with a one-page synopsis and a brief biography of the author. The deadline for submission is 31 May 2013. A cash prize of $1,000 will be paid to the winner, and all papers will be submitted to AUSA's Institute of Land Warfare for possible publication.*

** Essays submitted by individuals employed by/assigned to ARCIC and by individuals employed by AUSA national headquarters may be considered for publication by AUSA, but those individuals will not be eligible to receive the cash prize.*

The United States Army neither states nor implies any endorsement of the Association of the United States Army, the Institute of Land Warfare or any other nonfederal entity participating in this event.

Paper Submissions

on disk only to:
ARCIC Initiatives Group
ATTN: J. Wiseman
Room 4105B, Building 950
950 Jefferson Ave
Fort Eustis, VA 23604

or e-mailed to:
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Medal Honors Chaplain

CPT Emil J. Kapaun, an Army chaplain who was attached to the 3rd Battalion, 8th Cavalry Regiment, 1st Cavalry Division, during the Korean War, is being posthumously awarded the Medal of Honor by President Barack Obama in a ceremony at the White House in April. CPT Kapaun ministered to his comrades, helping with the wounded and offering food and encouragement. Throughout the Battle of Unsan, in 1950, he dragged wounded soldiers to safety and helped care for them until he and other soldiers were captured by the Chinese. CPT Kapaun saved 15 soldiers that day and was posthumously awarded the Distinguished Service Cross for his actions.

CPT Kapaun and several hundred other prisoners were marched to prisoner of war camps, where they had no blankets or medicine, and very little food. The chaplain began sneaking out at night to steal food for the prisoners and ministered to the other captives during the day. Like them, CPT Kapaun grew weaker and sicker. He died of a blood clot and pneumonia in a North Korean prison camp on the Yalu River in May 1951.

Born and raised in Kansas, CPT Kapaun was ordained as a priest in 1940. Soon after the Korean Armistice Agreement was signed in 1953, his fellow prisoners of war nominated him for the Medal of Honor, the nation's highest military honor, but it was rejected. At the time, the medal was not given to prisoners of war. Last January, the Kansas congressional delegation offered legislation that was included in the fiscal year 2012 National Defense Authorization Act to award the Medal of Honor to CPT Kapaun. President Obama telephoned CPT Kapaun's sister to tell her the news, and in March the White House announced that the President would award the medal.

"Chaplain Kapaun calmly walked through withering enemy fire," the announcement said, "in order to provide comfort and medical aid to his comrades. When they found themselves surrounded by the enemy, the able-bodied men were ordered to evacuate. Chaplain Kapaun, fully aware of his certain capture, elected to stay behind with the wounded. As hand-to-hand combat ensued, he continued to make rounds."

Members of CPT Kapaun's family are joining President Obama for the presentation ceremony at the White House along with a few surviving fellow prisoners of war, all in their 80s, who personally benefited from CPT Kapaun's heroism and selflessness.

To read more about CPT Kapaun, see the November 2012 issue of ARMY Magazine (goo.gl/txduq).



Ray Skeehan/Courtesy Photo



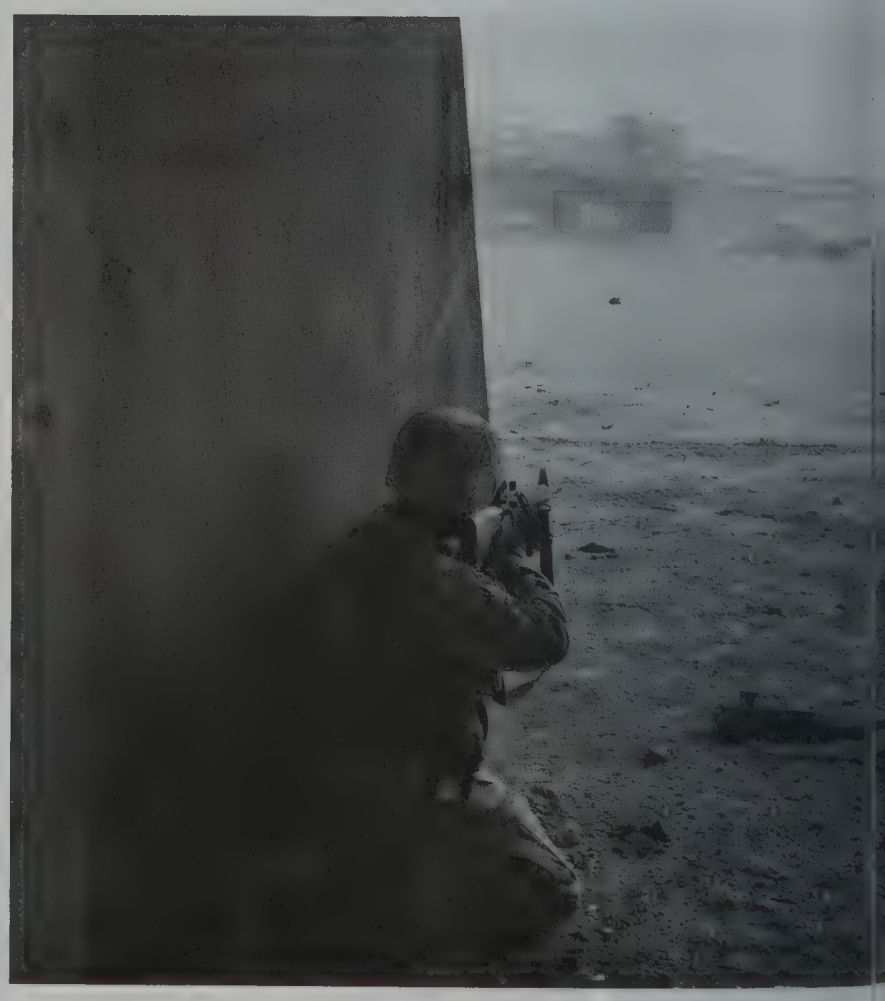
Celebrating a field Mass during the Korean War, CPT Emil Kapaun uses the hood of his jeep as an altar. He joined the Army in 1944 and served as a chaplain in India during World War II (right).


Chaplain (Capt.) Emil J. Kapaun
MEDAL OF HONOR
KOREAN WAR
VALOR
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I WILL ALWAYS PLACE THE MISSION FIRST ★ I WILL NEVER ACCEPT DEFEAT
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U.S. Army

Ten Years Ago

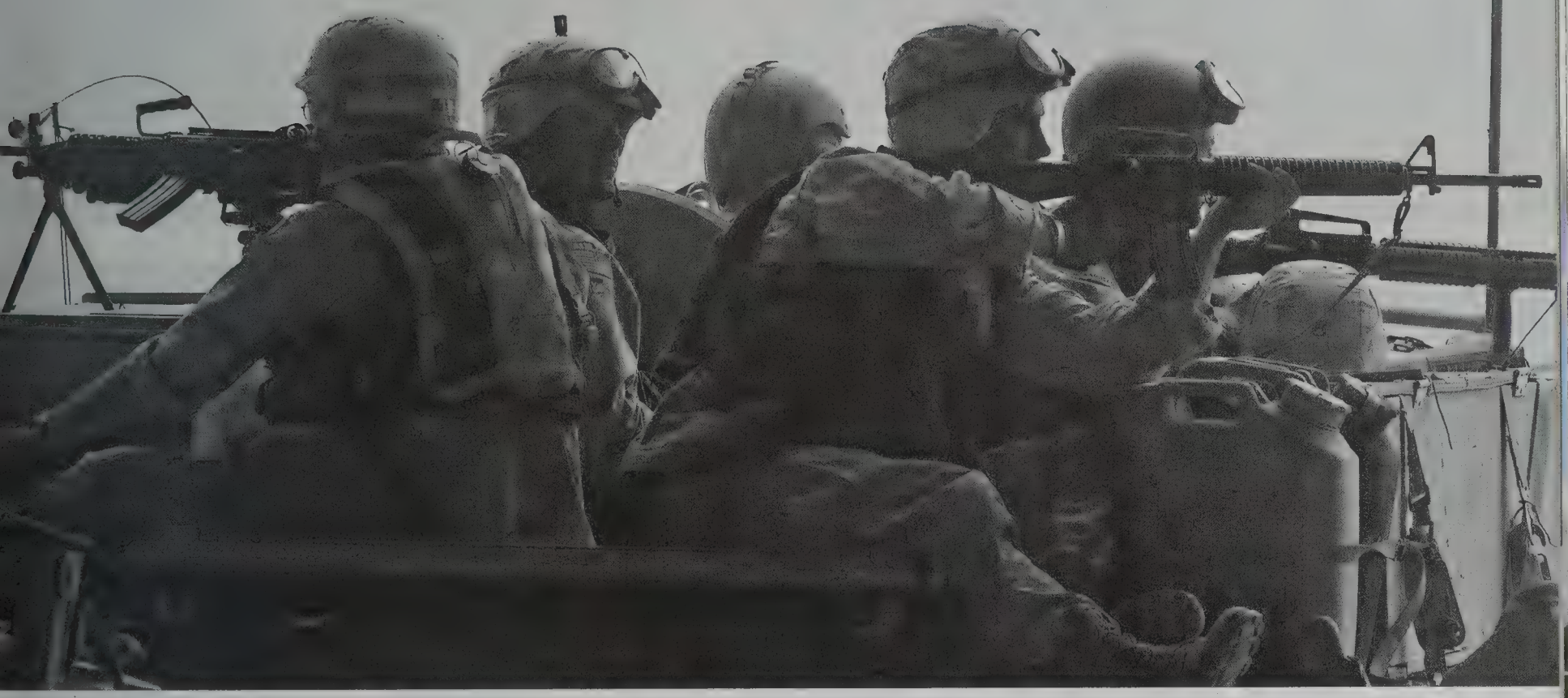
Text and Photographs By Dennis Steele
Senior Staff Writer



Officially, Third Army's 2003 Iraq invasion phase was called Operation Cobra II in honor of World War II's Operation Cobra, the breakout from the Normandy beachheads. It was a complex, two-pronged attack from Kuwait that essentially sent Army forces up the left side of Iraq and Marine Corps forces up the right to converge on Baghdad.

Baghdad was the overriding objective—take Saddam Hussein's capital and it would be over, and that's pretty much how it turned out. From the public relations viewpoint, the genius of the plan was to embed hundreds of

Objective Curly

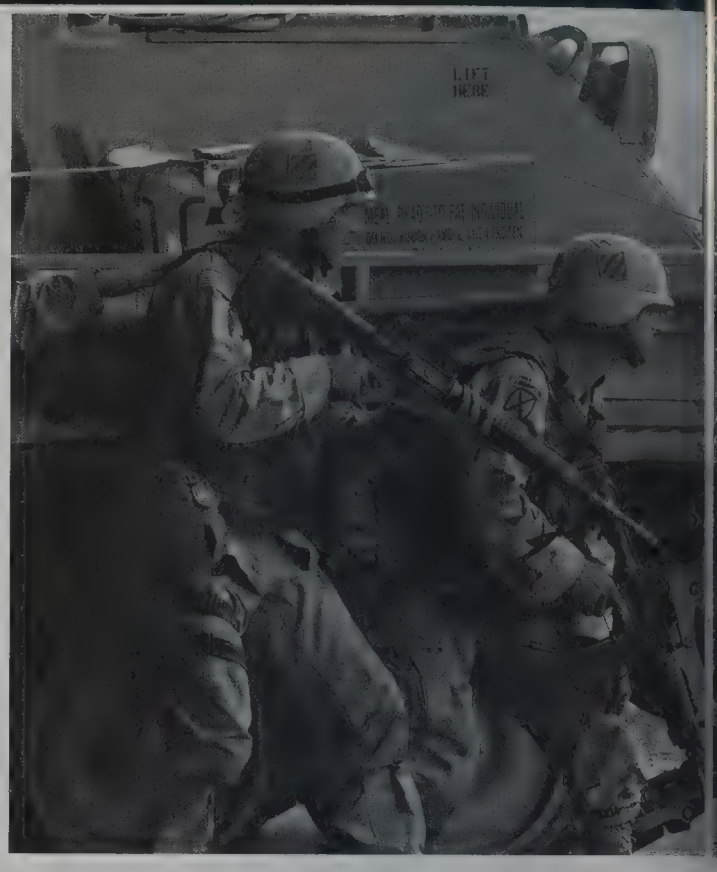


Top left, as elements of 3rd Infantry Division's Task Force 3rd Battalion, 15th Infantry (TF 3-15), occupy Objective Curly, a machine-gun team from Scout Platoon skirts a burning Iraqi army vehicle. Above, TF 3-15 soldiers provide cover from an armored personnel carrier. Bottom left, a soldier fires from behind a concrete abutment of the cloverleaf intersection. Below, a Saint Christopher medal hangs from the machine gun of then-PFC Cody Ruiz for protection and luck. Right, a Special Forces soldier looks for targets.



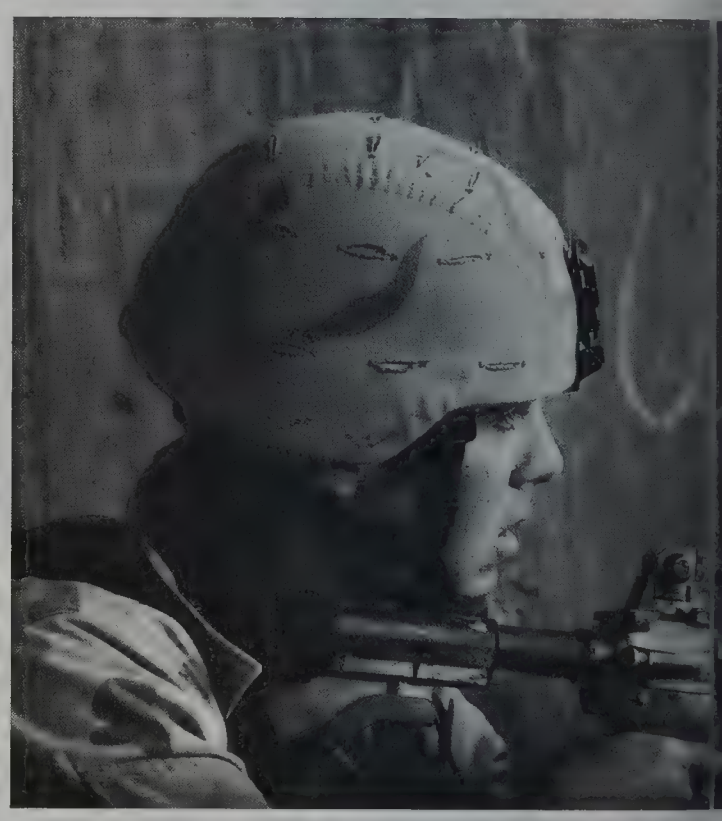






Above, a dud round lies inside the perimeter. Right, defenders react to locate the origin of incoming fire. Center right, a soldier waits for another wave of attacks. Below, a gunner concentrates on his target.







reporters, videographers and photographers with practically every element of the units involved, down to the company and platoon levels. In early March, buses transported the embeds from Kuwait City to their assigned units during the middle of the night, dumping them and their baggage in the desert assembly areas. The embeds, for the most part, didn't know which units they had drawn, and the dumping tactic averted complaints and maneuvering concerning the particular unit an embed had drawn. You got pitched off the bus, you got what you got, and there you were.

Representing ARMY Magazine, I got lucky. I landed outside the tactical operations center of the 3rd Battalion, 15th Infantry, 2nd Brigade, 3rd Infantry Division (Mechanized). The battalion headed Task Force 3-15 Infantry (TF 3-15), which was composed of the battalion's organic Companies A and B, Mortar and Scout Platoons, and headquarters sections along with cross-leveled units, Company B, 4th Battalion, 64th Armor, and Company A, 10th Engineer Battalion. I was assigned to the Scout Platoon, and the platoon









Above, an Abrams tank rolls through Objective Curly towing a damaged tank. Left, an NCO from Mortar Platoon dashes toward the command vehicle. Below left, soldiers react to another threat. Below, then-CPT Harry Hornbuckle makes a situation report to higher headquarters.

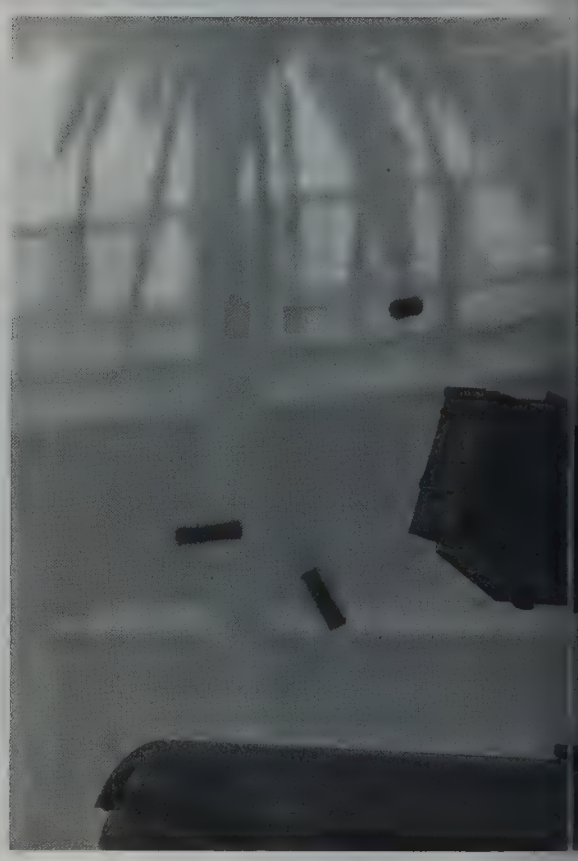












Top left, then-SSG Joe Todd from the TF 3-15 maintenance section lays down fire from his M88 recovery vehicle. Top right, dismounted troops from Company B fight to clear a section of the underpass. Above, a sniper takes aim. Center, a Scout Platoon gunner fires a burst from his Mk 19 grenade launcher. Right, a Company B infantryman reacts to the situation.







Left, soldiers use the rubble piled under the overpass for cover. Below, troops inch their way forward to push back attackers.





leader, then-CPT Trey Lawrence, crammed me and my equipment into his non-armored Humvee.

Long story short: For nearly three weeks from the time of the invasion's start, that Humvee was our home, and from my vehicle position, I mostly stared at the back of CPT Lawrence's head. Loaded down with ammunition and water, the Humvee's rear shocks broke just about the time we entered Iraq, making for a grinding and uncomfortable ride—and for the Scout Platoon, a generally slow ride.

Under the division plan, one of the brigades would lead the assault during a particular phase, with the other two brigades in trail. The 2nd Brigade would not assume a lead position until the division crossed the Euphrates River and spread out to envelop Baghdad from the west. For wheeled vehicles, that meant a bumper-to-bumper slow roll up the single main paved route at the breakneck speed of about 15 mph on average, with a lot of traffic jams stalling progress. It was a mind-numbing test of endurance.

After crossing the Euphrates, TF 3-15—under then-LTC Stephen Twitty—turned right to approach Baghdad from the southwest.

After a couple of days of sporadic contact, TF 3-15 found itself encamped in a suburb and poised for the big push into the city. The 3rd Division had launched a couple of armored "thunder runs" into the heart of the city for probing and reconnaissance purposes, dashing in and rolling back out. The runs, however, really were meant to prove to the Iraqi forces defending the capital that we could do just about anything we wanted, anytime we wanted.

On April 7, 2003, 2nd Brigade would enter central Baghdad and stay.

While other 3rd Division elements fought to take the all-important Baghdad International Airport on the southwest edge of the city, 2nd Brigade stabbed into the heart of the city to take and hold the vast enclave of palaces, mansions and government office buildings that later would be famously known as the Green Zone.

While the brigade's Abrams tank-heavy battalions pushed in, TF 3-15's mission was to hold the primary approach route—the four-lane highway leading from the airport to the central government area. Three major intersections lined the



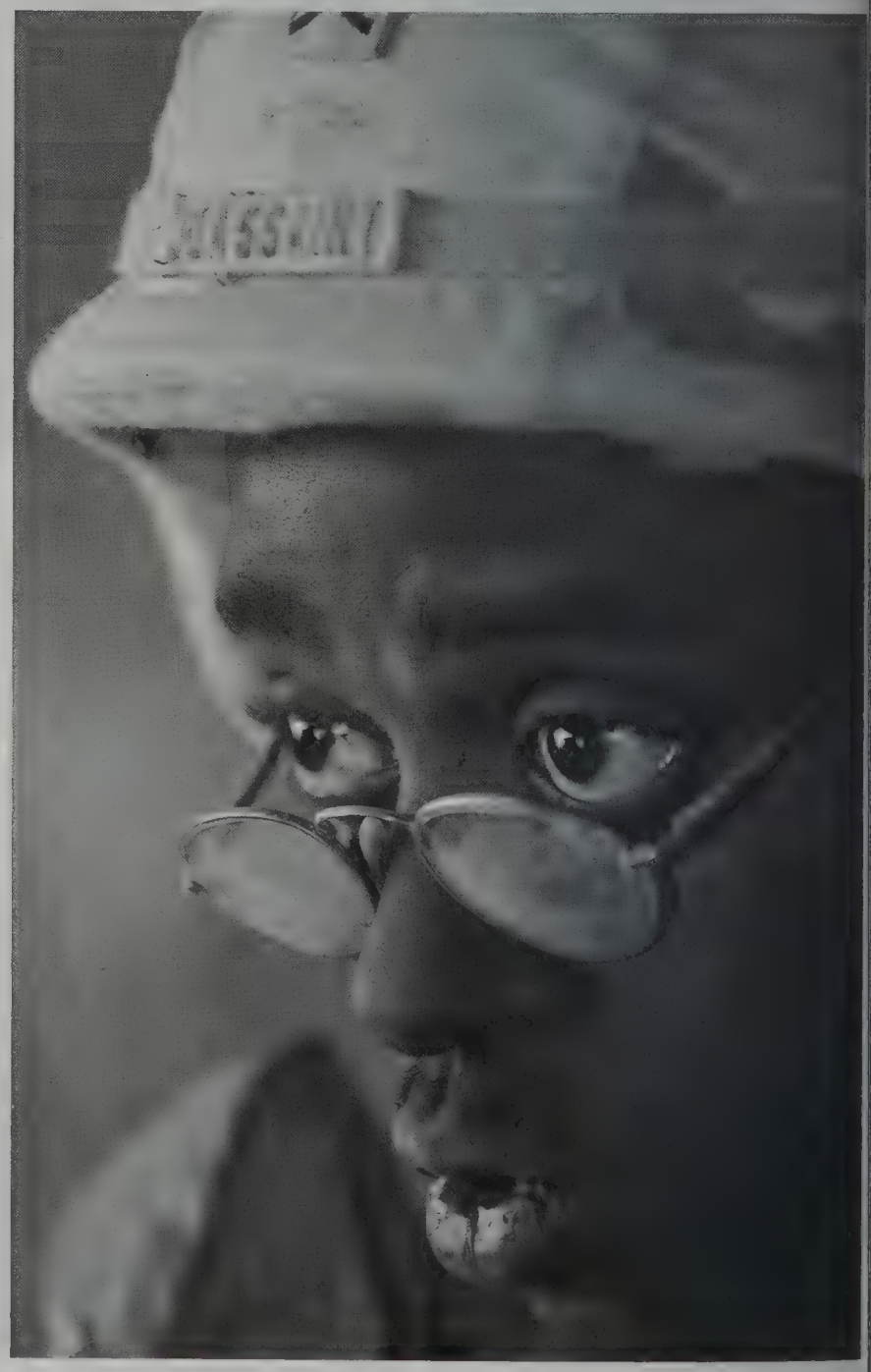


Above, a Bradley fighting vehicle rolls in to support the objective's defense. Right, CPT Hornbuckle bandages the leg of CSM Robert Gallagher, who continues to take aim. He was wounded by a rocket-propelled grenade that enemy fighters skipped under the brow of the overpass. Bottom right, a TF 3-15 medic peers over his dusty glasses.

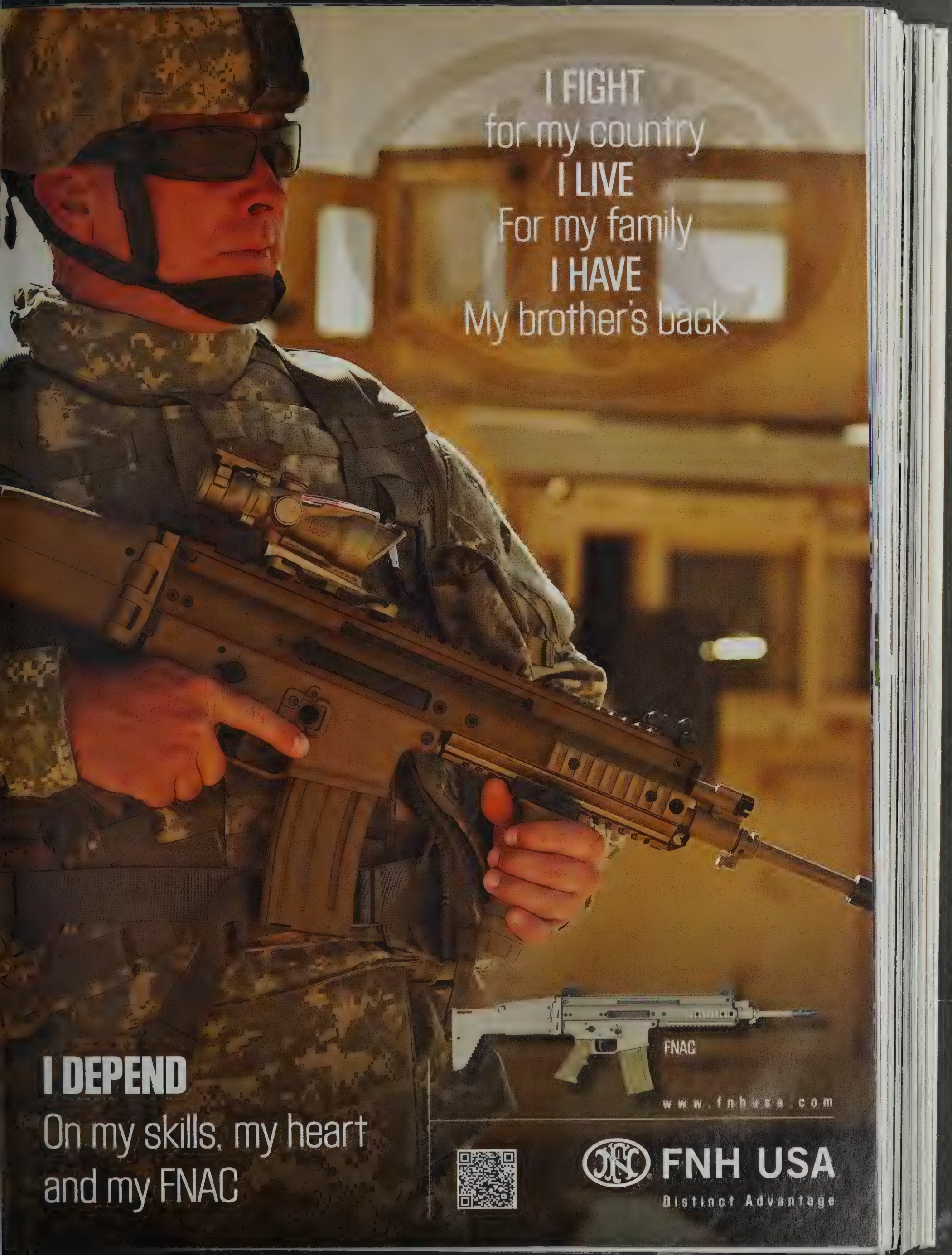
route. Named for the Three Stooges, they were called Objectives Larry, Curly and Moe. The southernmost was Objective Curly. Elements at each objective would have their own fight, and fighting would prove to be heavy at each during the daylong battle. I clamored out of the Humvee at Curly, so that's the battle I saw and photographed.

Among the three objectives, Curly was considered the point where there would be the least resistance, so that was where TF 3-15 planned to position its tactical headquarters and battalion aid station. The perimeter initially would be defended by Scout Platoon.

The push started before dawn, and the Curly elements were in place at first light. The intersection was a massive cloverleaf about the size of two city blocks, and it was surrounded by buildings—residences in the distance on the east side and tall office buildings dotting the west side of the highway.



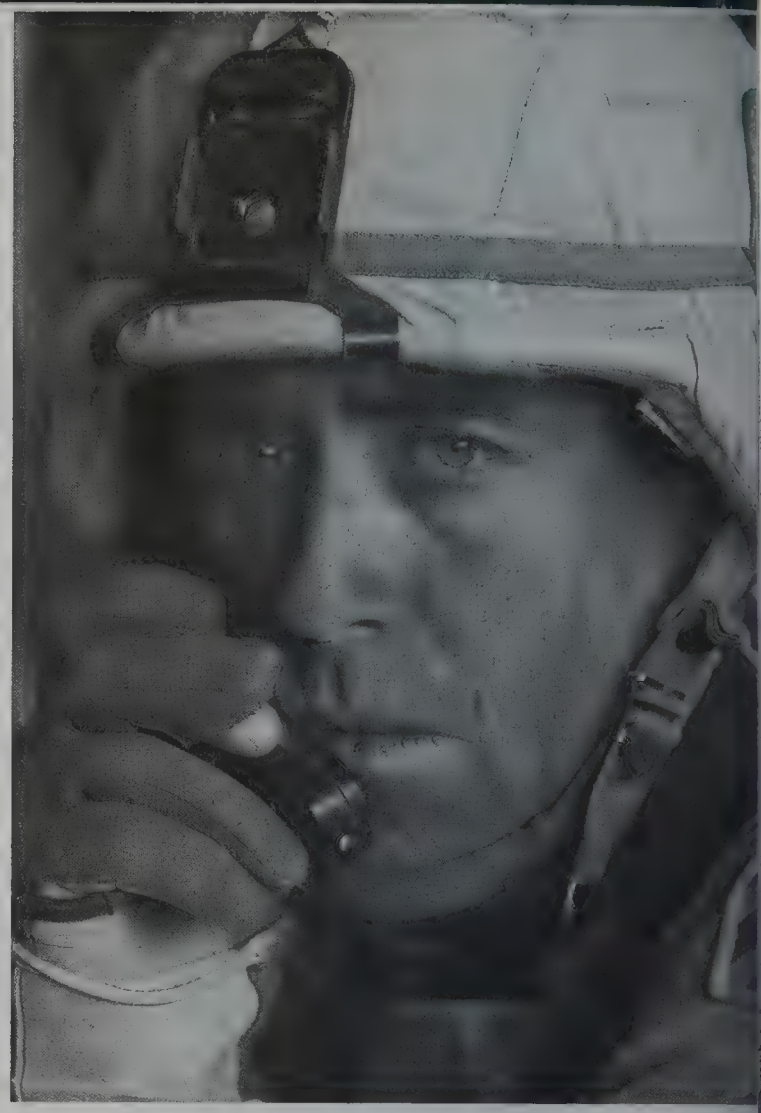
The TAC headquarters was under command of then-CPT Harry Hornbuckle, operating from an M557 armored command post vehicle. The battalion sergeant major, CSM Robert Gallagher, had positioned himself at Curly, too. CSM Gallagher rolled around in an M88 recovery vehicle. He considered any kind of armored vehicle preferable to a thin-skinned Humvee. Also packed under the center of the cloverleaf were the M557 track belonging to the forward artillery observer team, a couple of M113 ambulance vehicles and various Humvees. A Special Forces team pulled up in two white Japanese pickup trucks with machine-gun pedestals mounted in the beds and parked at the shoulder of the highway under the brow of the overpass. Then-CPT (Dr.) Erik Schobitz, the battalion surgeon, and his medics set up shop in the middle of the assembly.


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Top left, an armored ambulance moves into position. Above, CSM Gallagher, the TF 3-15 command sergeant major, radios for support. Left, then-CPT (Dr.) Erik Schobitz, the battalion surgeon, reassures a wounded soldier. Bottom left, a machine-gun team provides cover from a weapon-strewn trench cleared by Company B infantrymen.

Initially, there were only about 40–50 American troops holding Curly, and things started slowly.

The Iraqis were surprised that we had planted ourselves there, and they seemed rather confused about what to do about it, if anything. A few pot-shots whizzed from the residential area, and the scouts returned fire. Things would pick up, however.

Again, long story short: Over the next seven to eight hours, the fight at Objective Curly reached a pitched battle, much of it a dismounted fight in the rubble under the cloverleaf. At its height, about 300–400 enemy fighters surrounded the objective; many of them were Syrian civilian volunteers brought into Iraq, assembled, paid and armed by Saddam to fight the Americans. Buses carrying them to the fight could be seen off-loading in the distance.

Enemy fighters took up positions in a network of trenches that had been prepared under the cloverleaf and in the buildings overlooking it and the highway. The highway became a shooting gallery. Two TF 3-15 soldiers (SFC John Marshall, platoon sergeant of Scout Platoon, and SSG Robert Stevers, maintenance team chief) were killed making the run when their vehicles were hit by rocket-propelled grenades (RPGs) and small-arms fire. As

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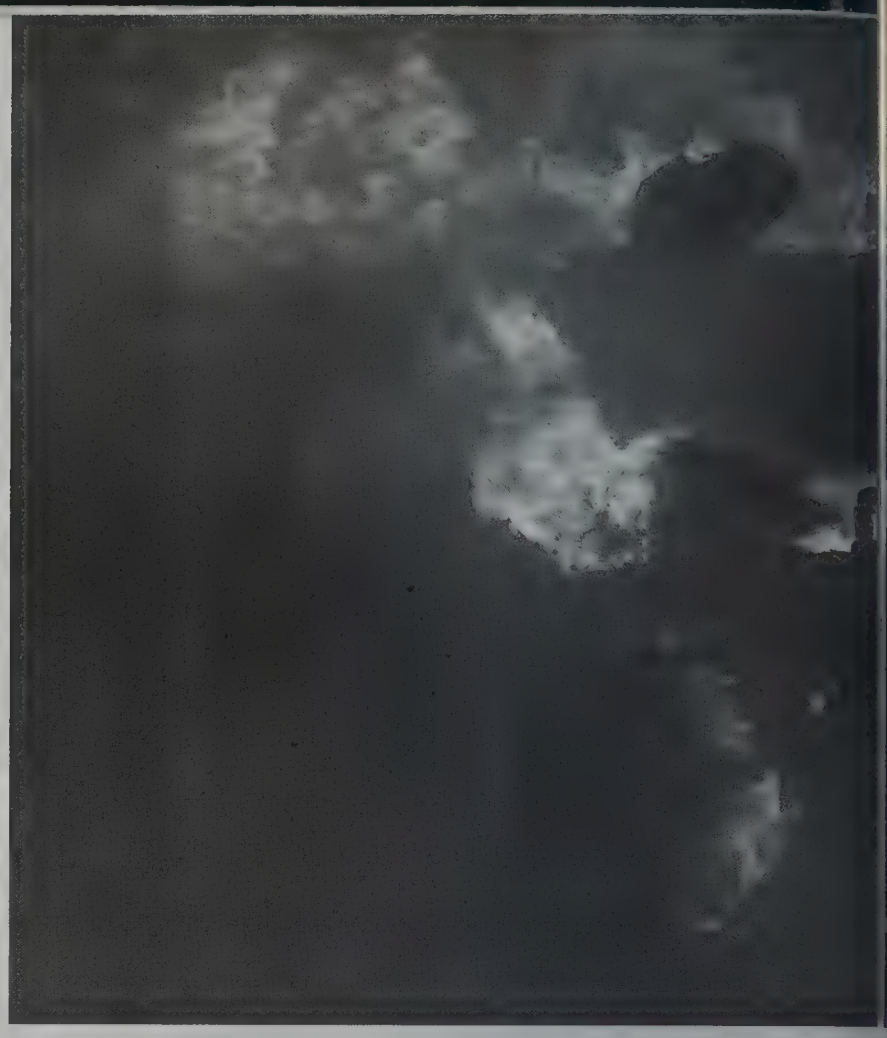
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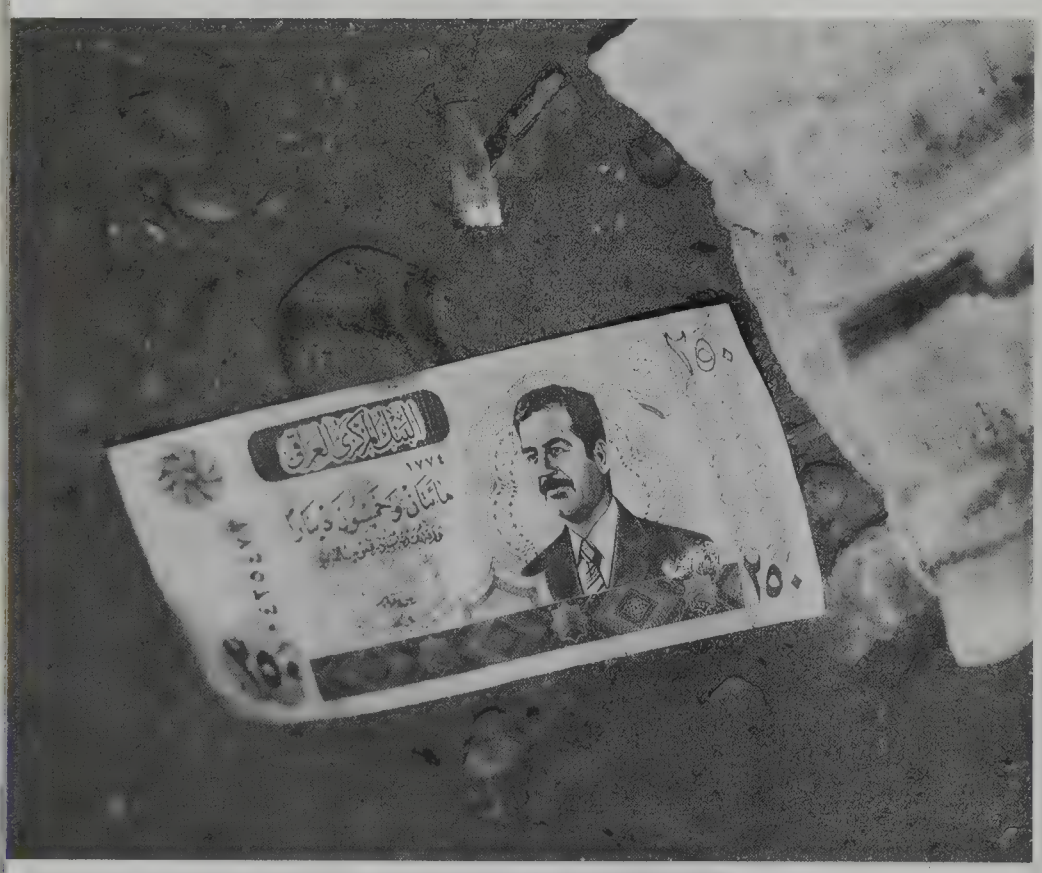


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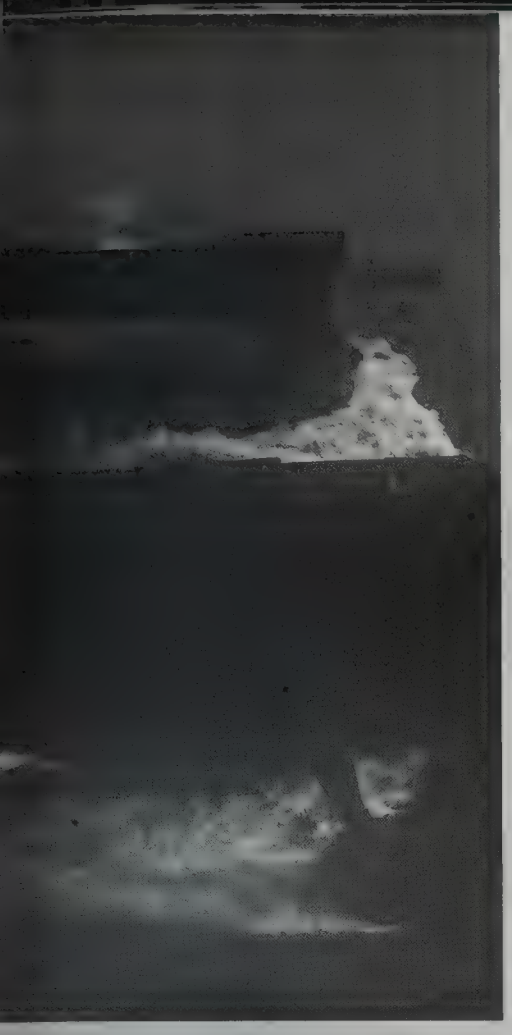


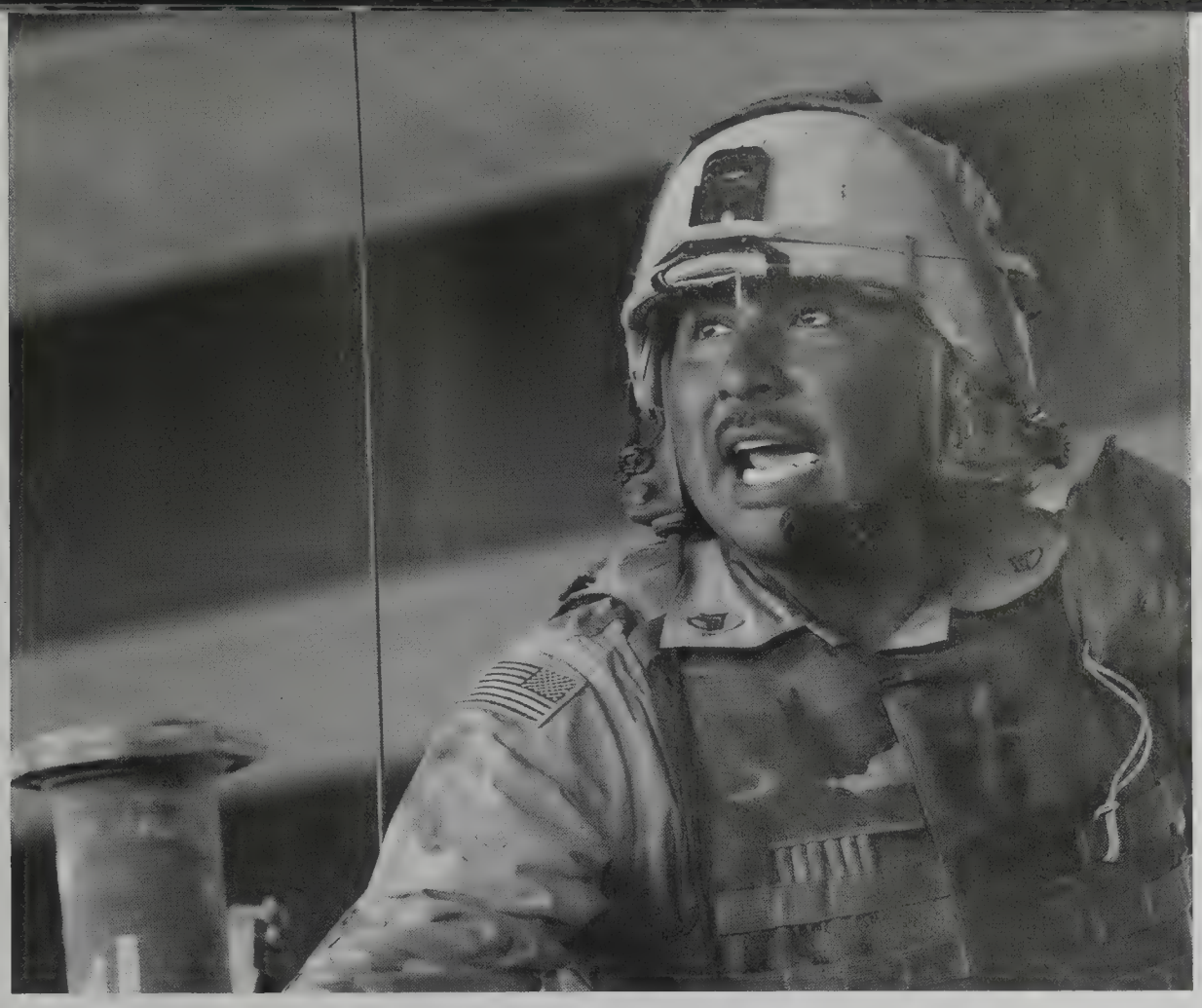


Top left, smoke fills the underpass. Top right, flames engulf an Iraqi armored vehicle at the objective. Above, Iraqi currency rests in the dirt after being discarded by a paid fighter who denounced his participation in the fight after he surrendered.



Above, Dr. Schobitz, the battalion surgeon, fills a syringe. Left, a wounded soldier supports his intravenous fluid bag.





Above, SSG Todd shouts a warning. Left, a soldier stares outward from the Objective Curly defensive perimeter.



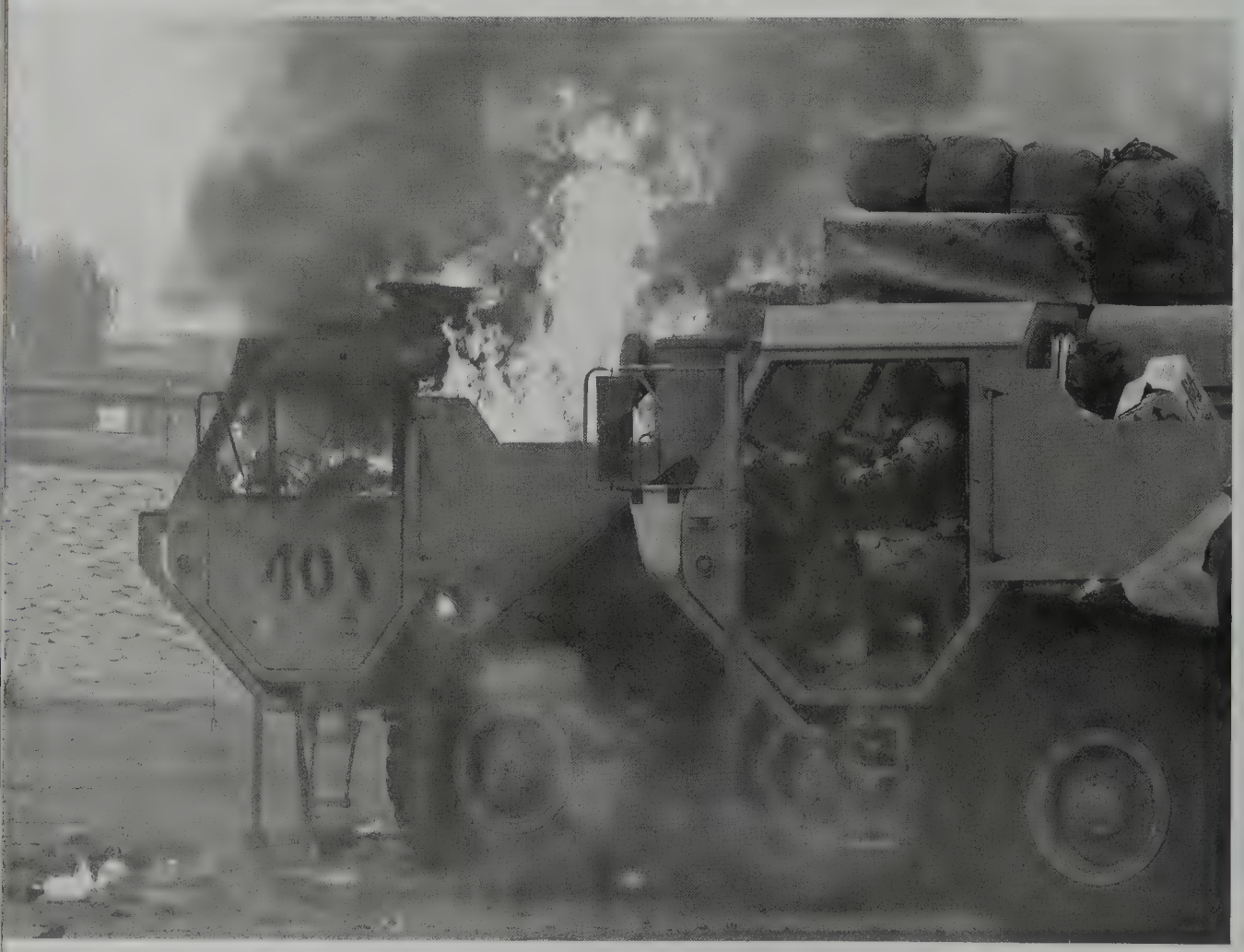
things wore on, it was decided that it was too dangerous to evacuate the wounded down the highway to the field hospital. Meanwhile, enemy fighters sprayed small-arms fire and shot mortars into the perimeter. Shooters on the upper floors of the tall buildings tried to skip RPGs under the overpass.

Perimeter defenses that began the day at the outer points of the cloverleaf slowly pulled back and consolidated as more and more enemy troops poured in and fire became heavier. At the most desperate point, the wagons were circled around the aid station and the wounded with vehicles packed nearly hub to hub. We were in a position to be overrun if the enemy mounted a mass attack, but the ragtag assembly of fighters facing us lacked training, leadership, command and control, and probably the courage to make a full push. Instead, they intermittently peppered us with fire, with some fusillades being heavier than others.

The big problem was that the staff officers at higher headquarters did not believe that we were in as hard a fight as we were. The intelligence assessment maintained that there would be light resistance—if any—at Curly, and at the receiving end of radio reports from CPT Hornbuckle and CSM Gallagher, it appeared that the intelligence assessment was gospel. The situation reports of our worsening situation were discounted as exaggeration. At one point—and this is straight out of several movies depicting a similar situation—CSM Gallagher held up a radio handset and keyed it so the battle captains could hear the rate of fire. He brought the handset back and said something to this effect: "Does that sound like we're not meeting any #%#ing resistance?"

The medics, notably CPT Schobitz, acquitted themselves more than well, treating wounded American soldiers and protecting them from incoming fire. As time passed, they also would treat several wounded enemy prisoners who had been carried in by U.S. troops.





Top, then-SSG Duncan MacPaul, commanding a Company B Bradley fighting vehicle, gives a thumbs-up. Above, then-SGT Andrew Johnson from the TF 3-15 Support Platoon jumps into a vehicle in an attempt to drive it away from a burning truck.

Finally, higher headquarters started believing the situation reports and authorized artillery fire on the tall buildings. They sent Mortar Platoon forward along with Bradley sections from TF 3-15's Company B, which was in reserve, and that saved us.

Meanwhile, TF 3-15 elements at Objectives Larry and Moe were going black on fuel and ammunition. Ammunition trucks and fuelers were dispatched, but the first of them didn't roll through to Larry and Moe; they stopped at Curly, parking in an open area of the cloverleaf.

Barely a couple of minutes passed before a fueler was hit by an RPG. It caught fire, and the flames set the ammunition truck parked beside it on fire. Bravely, one of the drivers dashed to one of the burning trucks. He climbed behind the wheel and drove it some distance away. Despite that effort, however, ammunition started cooking off in the trucks that remained, peppering us with that on top of the incoming enemy fire.

That happened toward the end of our day at Curly. We were going to be relieved by another 3rd Division unit and then proceed into Baghdad to rejoin the rest of the 2nd Brigade, but as that unit rolled close, its lead Bradleys spotted the white Special Forces pickups. Because the enemy was using pickups with machine-gun pedestals, the Bradleys lit them up, firing 25 mm rounds into our position and hitting the hatch of the forward artillery observers' track and the pickups. The pickups burst into flame, and that caused an ammunition cook-off to commence from that side, too.

That marked the culminating chaos for TF 3-15 at Curly. As ammunition cracked from the burning trucks, CPT Lawrence shouted at me to load up. We were moving. We made the run down the highway, losing another Humvee to RPGs, and pulled into a position that filled a gap in the brigade's defensive perimeter. Scout Platoon's vehicles lined up on a street with guns facing out. With gunners in the hatches, the rest of us slept on the pavement beside the vehicles that night and expected a counterattack that never came.

Within 24 hours, a radio call crackled over the vehicles' speaker boxes: "Do not fire main guns. Repeat, do not fire main guns." Realizing the meaning of the message, everybody just kind of looked at each other. It was over.

Within months, however, another fight would start and last most of the decade that followed. ★



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U.S. Army/SGT Richard Andrade



SUSTAINMENT: Army Takes Holistic Approac



U.S. Army/Claire Heininger

One area of U.S. Army activity with direct impact on force sustainment requirements and challenges involves operational energy (OE). Often misperceived as being focused solely on the introduction of new technologies, the Army's efforts encompass a broader holistic approach that enhances operations and reduces battlefield energy requirements.

The "three pillars" of the Army's approach include policy; technology and the funding that goes with it; and leader development and education, according to COL Bruce McPeak, director of the Materiel Systems Directorate, U.S. Army Combined Arms Support Command (CASCOM).



Clockwise from far left: Solar panels of a ZeroBase mobile hybrid energy generation and storage system provide power to the soldier aid station of Headquarters and Headquarters Company (HHC), 1st Battalion, 6th Infantry Regiment, (1-6 Inf.), 2nd Heavy Brigade Combat Team (BCT), 1st Armored Division (AD), Fort Bliss, Texas, during Network Integration Evaluation (NIE) 12.2 at Fort Bliss and White Sands Missile Range, N.M., last May. The Brigade Support Battalion, 2nd BCT, uses the Intelligent Power System to connect five generators during test week of NIE 13.1 last fall. A 2nd BCT soldier operates a generator mounted on a tactical vehicle, one of several operational energy capabilities tested at NIE 13.1.

U.S. Army/SGT Ida Irby

o Operational Energy

By Scott R. Gourley

"We think if we can approach all three of hose in a balanced manner, then that will eventually lead to a change in culture within he Army," he said. "You can't change technology alone; you can't change training alone; and you can't change policy alone and expect any one of those things by itself to change the culture within the Army. You really have to focus on all three of those in order to influence how he Army views and uses energy in the future."

COL McPeak offered the example of a multipronged approach to Army generators. Calling generators "one of our greatest consumers on he battlefield," he outlined parallel efforts to nake generators more efficient, improve their distributing power and "right-size" them for the mission they are performing.

"Those three things, when it comes to power generation, will make significant savings for the Army from different perspectives," he said. "It will save us manpower; it will save lives because you'll be putting fewer soldiers on the road to deliver the fuel; and it will save us in maintenance because we will have fewer generators operating, so we won't need as many mechanics or parts to fix them. We see that as a huge win because we will provide the soldier with the power and the power redundancy that he needs, we will consume less fuel doing it, and we will put fewer trucks on the road.

"That's just one of the efforts we are looking at," he said. "It's one of the biggest efforts



SPC Corey Creps, HHC, Special Troops Battalion, 2nd BCT, 1st AD, conducts technical maintenance on a generator during NIE 13.1. SPC Creps is one of more than 3,000 soldiers who participated in the five-week field exercise.

... because it's one of the largest consumers on the battlefield. So, from a 'bang for our buck' perspective, that's one of the areas we have been most focused on."

A related example offered by COL McPeak involves ongoing efforts to place a smart auxiliary power unit (APU) on a tank "so that [its operator] doesn't have to sit there and let it idle. He can use his smart APU to run his radios and whatever requirements he has at a much lower consumption rate than he would if he had to sit there and idle his tank.

"You still need the same amount of power to run your TOCs [tactical operations centers]," he continued, "but what we're trying to do is right-size the generators and distribute [the power] in a more efficient manner so that we are actually using less power and less energy while we're powering those TOCs."

"One of the things that we want to do is make sure that we use the technologies that we have as efficiently and effectively as possible," said Mike Kriz, CASCOM's lead operational energy advisor for U.S. Army Training and Doctrine Command.

Kriz elaborated on the three pillars of the Army's OE strategy. Policy efforts, for example, range from inclusion of OE in the Army Campaign Plan to contributions to the DoD Operational Energy Strategy. The technology areas are divided into four basic categories: ground platforms, aviation platforms, soldier systems and contingency basing assets.

"For the ground platforms, it is generally more miles per gallon, and so on," he explained. "For the aviation platforms, it is to increase loiter time and reduce fuel use. For the soldier systems, it is increasing the energy density of batteries; giving them an ability to monitor how much charge is left in the batteries; and, of course, reducing the size and weight of the batteries to lighten the soldier load. Contingency basing is the efficient operation of power generation/distribution and developing storage systems so that you are not overproducing power but are producing the amount of power that you actually need."

The contingency basing power efforts are coupled with projects ranging from wastewater reuse to cogeneration designs on some environmental control units.

Kriz pointed to three target efforts in the training area: energy awareness/energy literacy, so people understand the basic concepts of energy conservation and energy stewardship; technical training, whereby the Army is inserting additional instruction into selected courses on how to better use and maintain the technologies; and broader professional military education.

"At the end you have a 'soup-to-nuts' education, training and awareness system," Kriz said. "Everybody knows what is supposed to be going on. You have the technical skills for preparing and employing the items, and then you have the intellectual awareness to ask for those items. A lot of times ... people don't know some of these technologies exist and what they can do for them."

Army OE technology explorations have included things like microgrids and supplementing those grids with the integration of renewable or alternative energy sources like solar panels. Much of the recent technology exploration has taken place during the Army's semiannual Network Integration Evaluations (NIE) at Fort Bliss, Texas, and White Sands Missile Range, N.M.

"We're tied in pretty tightly with the NIE," COL McPeak said. "As a matter of fact, the NIE initially began 'all about the network,' and we are one of the few organizations that has been successful in nominating and getting non-network solutions into the NIE. To date we have had seven

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Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

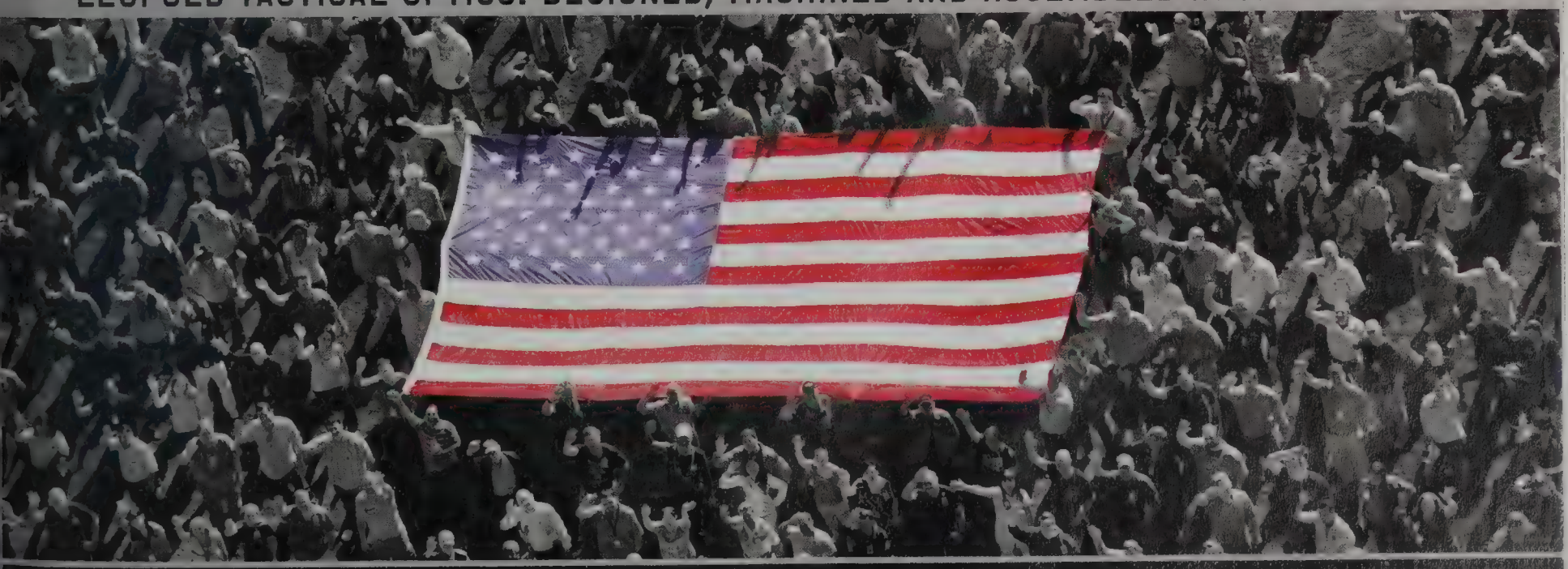


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systems that have gone into the NIE and then [been] recommended to field and further develop for the Army. So we've been pretty successful there."

From the NIE perspective, the OE explorations in a relevant operational venue help assess not only the network and how it will be powered from the soldier level, but also smarter vehicle power and OE solutions that can power and efficiently manage power distribution for things like static command posts.

"Operational energy assessments have grown in scope and scale during each of the four completed NIEs, and the Army is looking to assess two operational energy capabilities as part of NIE 13.2, to be held in May and June 2013," said Paul Mehney, chief of public communication for the engineering and integration directorate, Assistant Secretary of the Army (Acquisition, Logistics and Technology). "The two capabilities help address operational energy distribution needs for mobile and static command posts. They are DRS Technologies' On-Board Vehicle Power for the MaxxPro Mobile Integrated Command Post and an efficient shelters effort.

"Past NIEs have shown promising operational energy capability, with a focus on soldier power," he said. "NIE operational energy-assessed capability that is now being assigned to Army program managers to develop a strategy for potential procurement and fielding include a modular universal battery charger, soldier-worn integrated power equipment system and two smart battery solutions."

As of this writing, the Army is in selection for industry solutions that meet three OE capability gaps that will be assessed in NIE 14.1 in fall 2013. Those gaps include energy sources with extended duration and power, smart power system management solutions for power supply and demand, and systems to help reduce reliance on petroleum-based energy.

"There's a learning curve for knowing how to write the requirements that you want to see or the gaps that you are looking to fill," COL McPeak said. "So we are getting better at that. The better we get at writing our gap statements for industry to come back with solutions, the better the technologies are that we are getting into the NIE."

"This is all about increasing the capability," Kriz said.

OE Efforts Encompass Joint Service Initiatives

Some U.S. Army operational energy activities are partnered with efforts and explorations being undertaken by the U.S. Marine Corps under the Experimental Forward Operating Base (ExFOB) program. The semiannual ExFOBs have allowed the Marine Corps to explore and deploy selected technologies designed to enhance the logistics sustainability of marines operating across the range of military operations.

At the inaugural ExFOB event, held at Quantico, Va., in March 2010, Marine Corps planners narrowed a list of 250 potential technologies to 16 invited participants.



Scott R. Gourley

The fifth Marine Corps ExFOB event, held in September 2012 at Camp Pendleton, Calif., included a U.S. Marine Corps mobile tactical vehicle replacement technology demonstrator with auxiliary power unit.

Based on their successful ExFOB demonstrations, some of the new technologies were quickly deployed to the Sangin District, Afghanistan, with India Company, 3rd Battalion, 5th Marines, later that year.

"We talk to the Marine Corps on a regular basis, and we attend their ExFOBs," said COL Bruce McPeak, director of the Materiel Systems Directorate, U.S. Army Combined Arms Support Command. "In some cases, we are even working programs jointly. Three of the joint programs I know of are the AMMPS [Advanced Medium Mobile Power Systems] generator, the Joint Light Tactical Vehicle and Mobile Electric Hybrid Power Sources, [which] we are currently working on.

"There's a pretty good partnership that exists there because we have a lot of the same mission profiles and use a lot of the same types of equipment," he added. "So it just makes sense that we would partner on a lot of this stuff."

The sixth Marine Corps ExFOB (ExFOB 2013-1) is planned for May 6–10 at the Marine Corps Air Ground Combat Center, Twentynine Palms, Calif. Identified focus areas for the event include hybrid power systems that could enhance combat effectiveness and reduce logistics support of patrol bases and forward operating bases.



At NIE 12.2, CPT Andrew Kemp, commander HHC, 1-6 Inf., 2nd BCT, 1st AD, explains that he used three power generation suites to run his company's equipment at White Sands Missile Range, reducing fuel usage and maintenance costs.

Scott R. Gourley

"It's not about doing more with less. It's about wasting less. ... It's about increasing the endurance or the loiter times of our systems. That has a direct impact on the expeditionary capabilities of the force."

COL McPeak summarized a vision of increased battlefield agility and flexibility concerning OE.

"One of the goals is to lighten the soldier's load," he said, "but I was reminded by a general officer not too long ago that we are not going to lighten the soldier's load. We're just going to let him change it out for something else. So instead of carrying batteries, he's going to carry something else, but that's OK. Our goal is that he is not going to carry as many batteries but ... something that is more important to him."

He continued, "When we give a commander in the field a 'right-size' generation system that has an efficient distribution model, he goes from having to resupply that combat outpost every one or two days to maybe every four or five days. So those trucks ... or those helicopters that he was using to deliver the fuel can be doing something else."

Asked about program challenges, COL McPeak observed that some of the greatest hurdles have already been surmounted.

"As a relatively new effort in the Army, you don't have a lot of experts out there when it comes to being able to do this, so a lot of folks have had a fairly steep learning curve," he said. "Our greatest challenge has been having the people and the resources available to continue doing the work. That will continue to be a challenge as resources become scarcer.

"Another challenge is figuring out the right time to go after what technology, because there is so much new technology out there," he added. "It's a little like buying your next computer. Do you wait for the next-generation computer or buy the latest generation?"

"He's spot-on with the technology challenges," Kriz agreed. "It's picking the right time to buy something that will give you a reasonable return on investment. You also have what I would call a behavioral challenge, though, and that involves gaining the confidence of the commanders and the soldiers by creating the conditions in which they will be getting this stuff so that they are confident that it will work as advertised. Many times in the past we have given them new devices that may not have worked exactly as advertised. So once ... soldiers use the equipment and the resulting confidence is gained, I think that some of the hurdles we have will disappear simply because they will be coming to us and saying, 'You can make this better if you do this thing,' or 'We would like something similar but we want it to do this particular thing.'

"The goal is to optimize the capabilities," he said. "Like we said earlier, the greatest technology on earth is useless unless you know how to use it, and you won't use it unless you have confidence that it's going to do what it is intended to do. The enablers on both of those are strategic guidance, policy, resources and so on. They set the strategic direction. It gets resourced. Technologies get developed. Training regimes are modified. Stuff goes to the field. Soldiers understand it, use it and give you feedback.

"Now, what is the overall effect on the sustainment world? Well, if we can increase the endurance of the forces, then it goes back to requiring fewer resupply actions. If we have fewer resupply actions, we are also freeing up soldiers to do other missions. Then, of course, you are reducing costs and overall Army resource requirements, so maybe if you don't spend as much on fuel you can spend more on some other choice," Kriz said.

Offering a concluding message to warfighters, COL McPeak said, "All this should be completely seamless to him. The warfighter out there just knows that he wants it to work. Commanders always fear that when you tell them you are going to do something more efficiently, you are going to take away their capability somehow. That's not our goal. Our goal is to provide them with more efficiency and more capability at the same time, so the soldier should just know that he is going to have the power and the resources that he needs." ★

Army of 202
CASCOM

By Scott R. Gourley

One recent milestone in the U.S. Army's sustainment arena involved the March 2013 Global Logistics 2020 (GL2020) Rehearsal of Concept (ROC) drill. Based at Combined Arms Support Command (CASCOM) at Fort Lee, Va., GL2020 ROC examined Army sustainment formations from the battalion level up through the industrial base in an effort to: "identify the roles, missions and capabilities supporting the Army 2020; identify gaps and redundancies in the logistics force; identify reserve component capabilities for increased integration; understand logistics integration within the operational force; and identify the Mission Command and support relationships required to provide seamless support to the warfighter," according to GL2020 documents.

The Sustainment Center of Excellence at Fort Lee, Va., is headquarters of the Combined Arms Support Command (CASCOM).



Sustainment Strategy: Looks to the Future



MG Larry D. Wyche, CASCOM and Fort Lee commanding general, shares his thoughts at the Global Logistics 2020 Rehearsal of Concept Drill hosted by CASCOM at Fort Lee in March. The drill, he said, provided a forum to "examine and dissect our formations from factory to foxhole."

The ROC drill is just one of many examples of how CASCOM is coordinating and visioning myriad service sustainment activities as part of its dynamically evolving Army of 2020 sustainment strategy.

According to COL Robert Hatcher, CASCOM's director of force development, the Army of 2020 sustainment strategy encompasses "the initiatives to adjust the sustainment force structure within the entire realm of doctrine, organization, training, materiel, leadership and education, personnel, and facilities [DOTMLPF] to match changes in the Army ... as we look toward the decision to increase the number of maneuver battalions in the brigade combat team [and] ensure that we take an 'economy of force' approach while maintaining our current sustainment capabilities."

In addition to these sorts of force structure considerations, other focused elements of the Army of 2020 sustainment strategy involve things like leader development and the education of officers and noncommissioned officers, with supporting efforts like the revision of Department of the Army Pamphlet 600-3 *Commissioned Officer Professional Development and Career Management*.

"That [pamphlet] talks about the development of our officer corps," COL Hatcher observed. "Our logistics proponent, LTC Reed Hudgins, is ensuring that officer development is nested with the same ideas—more than just a tactical understanding, but the development of our officers to broaden their experiences and to have opportunities to work with our joint, international and interagency partners so they bring more to the fight than just the ability to conduct logistics operations."

LTC Hudgins noted that initial section drafts were submitted to the Army G-1 in late 2012, with expected activities leading to publication of a revised document early in the next fiscal year.

Another aspect of the Army of 2020 sustainment strategy involves the global logistics concept. "The Chief of Staff of the Army [GEN Raymond T. Odierno] has asked us specific questions about how we are going to support organizations at home station as well as across the combatant commands," COL Hatcher explained. "Army Materiel Command [AMC], in partnership with CASCOM, U.S. Army Forces Command and other logistics partners, has been working to identify gaps and redundancies across the force and ... we are assessing organizations from factory to foxhole, from life cycle management commands and our industrial capacity all the way down to our tactical formations.

"As the force development director here at CASCOM, if I was narrow-minded about this, I would just be paying attention to my logistics structures within the tactical set. Instead, we are taking a look all the way back up through AMC. What's different about that is total Army analysis normally has more focus on tables of organization and equipment. We are looking at everything from top to bottom—not just how we would fight, but also things like home station training," he said.



U.S. Army/Sharon Mulligan

MG Peter S. Lennon, commanding general of 377th Theater Sustainment Command, asks a question at the drill, which gathered feedback on adapting the sustainment community to support the Army of 2020 and beyond.

Offering the example of the recently completed GL2020 ROC drill, COL Hatcher highlighted the participation of more than 400 personnel "tied in through Defense Connect Online as well as here at Fort Lee. … Together, we walked through those gaps and redundancies in a scenario that would strain our resources and our abilities, to 'tease out' those gaps and then prioritize them for resolution." The process resulted in more than 1,700 written comments that are now being sorted and analyzed.

Asked why the Army needed to develop a new sustainment strategy to support the Army of 2020, COL Hatcher replied, "It's always good to be introspective and make sure that you are doing things right. As the Army Chief of Staff took the opportunity to change the brigade combat team in order to maintain capability while cutting force structure, we needed to look [at sustainment] from top to bottom."

He continued, "Since 9/11, we have grown capability to address requirements in Iraq, Afghanistan and around the world. Sometimes that approach added organizations at a rate that's really not affordable for the long term, so this gives us the opportunity to be introspective and make some smart decisions about how we are going to be organized and see how we can economize what we have while maintaining the capability that we need."

COL Hatcher was frank in identifying the challenges in implementing the new sustainment strategy, noting: "We've grown very accustomed to the depth and breadth of our capabilities. Nobody likes to be told that getting thinner is better, because it's just not easy or comfortable. For example, if you have 20 trucks and I take 10 of them, you are intuitively going to tell me that you are now 50 percent capable, but if I change those trucks and I make them better, then you might be just as capable as before. Or if we take a hard look at it and we determine that you were only using 50 percent of them regularly but, on occasion, you needed to have more … we can provide you more by having them at a higher echelon.

"A big part of the Army of 2020 sustainment strategy is reorganizing the sustainment structure within the brigade combat teams," he said. "That's because, as we added the third maneuver battalion, we had to pull capabilities out of the brigade or it would have become unwieldy—perhaps even difficult—to deploy and [use in] Mission Command because of its large size. So all organizations, not just sustainment, had to look very closely at what they had in the brigade and determine what could be better done at a higher echelon."

COL Hatcher highlighted the representative example of moving water production capability from the brigade combat team back to higher echelon. "Certainly every organization needs water," he said, "and they certainly need to be able to transport that water. Prior to modularity, water production was done at a higher echelon than the brigade. Now we have pulled it back from the brigade combat teams to that same echelon where we did it before. It was effective there and, quite frankly, when I was commanding a support battalion in a brigade combat team, the water production capability was not used that often. I didn't produce water very much. Even when we were forward deployed in Iraq and I dropped a hose in the river to produce water at some of my forward patrol bases, I would still tell you that it could just as well have been done at a higher echelon. That's just an example of economies of scale. It may be just a small capability, but pennies add up.

"We're doing the same thing with troop transport in our infantry brigade combat teams," COL Hatcher continued. "Our light infantrymen have always pretty much relied on their feet more than their trucks. We had a number of trucks down in the brigade support battalion's forward support

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*Scott R. **Gourley**, a freelance writer, is a contributing editor to ARMY.*



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Soldiers of the 184th Expeditionary Sustainment Command, U.S. Army National Guard, the headquarters element for Joint Sustainment Command-Afghanistan (JSC-A), conduct a logistics convoy between Tarin Kowt and Kandahar in 2011. JSC-A units conducted more than 1,800 convoys in the first 100 days of the 184th's deployment.

companies in those light infantry brigades. While they were quite useful moving troops around, it was determined through professional military judgment, modeling and simulation that we could move those trucks to a higher echelon—roughly the same echelon where they were prior to modularity—and provide those trucks at the point of need when required.

"I've heard some folks refer to it as 'back to the future,'" he acknowledged, "but it was effective. To quote one of my senior leaders, 'Not everybody needs everything all the time.' We are just taking an honest, hard look at things like [these examples] and making sure that we are being smart about our capabilities."

In terms of a message to soldiers in Afghanistan about the efforts under way at CASCOM, COL Hatcher focused on responsiveness to warfighter needs. "We're listening," he said. "We've had a lot of organizations come back here and we do a reverse collection—an analysis effort—with our quality assurance staff. When those brigade and battalion commanders come in here with a couple members of their staff to back-brief us, we are listening very closely to what they have to say about what is effective and useful for them.

"Now when we look at our past experiences, we have to remain broad-minded," he said. "What may have worked for me in Sadr City [Iraq] or for a specific organization in the Korengal Valley [of Afghanistan] may not be the solution for the entire Army. It may be more of a technique that was successful for them there, but when they do come back, we listen very closely."

COL Hatcher cited the emerging "composite truck company" concept as an example of results from this process. "All organizations forward said, 'One of the great things about our logistics capabilities is that it's very useful, but sometimes we were overwhelmed by the sheer magnitude of it.' For example, you get an entire heavy equipment transportation company to show up with a lot of trucks, but you may not need that many. You may need just a few. Or you get an entire palletized load system [PLS] company to show up when you don't need that much capability. Maybe you just need a platoon. So we redesigned one of our truck companies. We're calling it the 'composite truck company,' and we are putting in three different types of trucks: our heavy equipment trucks, our medium tactical trucks and … our PLS. It's all under one company commander, so when we deploy that organization, it brings a little bit of each capability to provide more flexibility to the organization that is forward deployed. On top of that, our commanders have been resourcing 'out of hide' their own convoy protection platforms, so we have now resourced that in this company. The Army has agreed that we need to provide convoy protection platforms—'gun trucks'—inside that organization on a permanent basis, so they can be trained and resourced at home station in preparation for deployment."

COL Hatcher expressed hopes that the composite truck company would be "one of those great announcements that will be made by the Army this year." Along with listening carefully to warfighter feedback, he said, CASCOM looks at the range of ideas surfacing from industry. "We watch those through the Network Integration Evaluation experiments that take place out at Fort Bliss, Texas, and we appreciate all of their efforts," he said, adding, "A lot of our advancements have also come from them listening to us and our soldiers coming out of the field."

Characterizing the sustainment strategy efforts as part of a dynamic continuum, COL Hatcher summarized, "This isn't a revolution in military affairs; it's just another evolution. We will continue to evolve and get better. Like I said, we took a leaf out of history for some of the decisions that we're making. Let's be honest: The Army is going to get smaller, and a smaller Army has to be smarter and efficient in where it places its capabilities.

"CASCOM is the Army's 'sustainment think tank,'" he concluded, "and we are going to do our best to live up to that reputation and not stagnate or rest on our laurels after being very successful. In fact, one of our senior officers observed, 'There is no other organization, probably anywhere in the world, that would be as successful as we have been over the last 12 to 13 years and then criticize ourselves on how we could have done it better.'" ★

An Interview with LTG Frederick (Ben) Hodges, Commanding General, Allied Land Command, NATO

Ensuring That Land Forces Remain Decisive for NATO

With its activation in November 2012 in Izmir, Turkey, Allied Land Command became the single land command headquarters for NATO. It replaced two force commands—in Madrid, Spain, and Heidelberg, Germany—as part of NATO's transformation in the post-Cold War era. U.S. Army LTG Frederick (Ben) Hodges, a veteran of many joint assignments, was tapped to lead the new headquarters as its commanding general. A combat veteran of Iraq and Afghanistan, Hodges says land forces and land power are as relevant today as they have ever been for the 28-member alliance, which dates to 1949.

LTG Hodges says the new command will reach initial operational capability (IOC) this August, with full operational capability of about 350 people by December 2014.

LTG Hodges recently spoke with LTC Angela Funaro, a public affairs officer for the past 10 years. This interview took place the same day that Secretary of State John F. Kerry was in Turkey meeting Prime Minister Recep Tayyip Erdoğan to discuss the civil war embroiling neighboring Syria.



U.S. Navy ADM James G. Stavridis (left), Supreme Allied Commander Europe and combatant commander for European Command, passes the new Allied Land Command colors to LTG Frederick (Ben) Hodges (right) during the command activation ceremony in Izmir, Turkey, in November. Canadian Cmd. Sgt. Maj. Mark Saulnier looks on.

Allied Land Command Public Affairs Izmir

LTG Frederick (Ben) Hodges currently serves as the commanding general of NATO's Allied Land Command, based in Izmir, Turkey. The command was established in November 2012 and assumed the responsibilities of two geographically separated, previous NATO land component commands under a reorganization. Allied Land Command is responsible for the readiness of NATO land forces, planning, and command and control synchronization. LTG Hodges took over the command after heading its stand-up committee and serving as the chief, Land Command, under the forerunning command structure. Before that, he was the chief, Legislative Liaison, Office of the Secretary of the Army.

LTG Hodges previously served as director, Pakistan/Afghanistan Coordination Cell, the Joint Staff, after serving as deputy commander (stability), Regional Command South, International Security Assistance Force, NATO.

He commanded the 1st Brigade, 101st Airborne Division (Air Assault), during the initial phase of Operation Iraqi Freedom and, in August 2004, returned to Iraq as Assistant Chief of Staff (G-3), XVIII Airborne Corps/Multinational Corps-Iraq.

LTG Hodges is a 1980 graduate of the U.S. Military Academy, West Point, N.Y., and was commissioned in the Infantry. He also has three master's degrees: from Columbus (Ga.) State University, the U.S. Army Command and General Staff College, and the National Defense University.



SFC John Laughter

LTG Hodges speaks during the activation of Allied Land Command in Izmir, Turkey.

Question: Would you explain why we need land forces and land power?

Answer: Our tradition after every war has been repeating the mistake of reducing land forces to save money, believing that we can avoid casualties in future wars by relying more on air and sea power ... and each time, we are required to hastily rebuild land forces to meet the threats the nation consistently fails to accurately anticipate.

This wishful thinking about relying solely on air and sea power coincides with public speculation that our strategic focus is going to shift to the Pacific. My good friends in the [U.S.] Navy point to the map of the Pacific and highlight



Soldiers from the Wisconsin Army National Guard and Germany take a defensive posture as a crowd becomes violent during NATO-led maneuvers in Rudare, Kosovo, in 2012. The Kosovo Force soldiers were trying to remove a roadblock for local residents when two German troops were injured. The roadblock was successfully removed.



A member of the NATO-led International Security Assistance Force, U.S. Army 1LT Patrick Ryan (right), talks with Afghan border policemen in Kabul in June 2012 during Operation Southern Strike II near Afghanistan's P'sha Pass. NATO has pledged to help transfer security operations in the country entirely to Afghan security forces by the end of 2014.

he vast amounts of blue, saying that the Pacific is clearly a naritime domain. I then quickly point out that nobody ives where it's blue on the map. The people live where it's rown and green. You're always going to need land forces nd land power. If you want to protect installations, protect opulations, protect infrastructure, or control or dominate and mass, you must have land forces.

Q: What do you see as the role of the United States in NATO?

A: I want to encourage leaders and those who think seriously about national security to understand why it matters for the United States to continue to play a leadership role in NATO—why it matters to be an active participant in the most successful alliance in the history of the world. The NATO transformation, agreed to by the 28 NATO-member nations at Lisbon [Portugal] and Chicago [in 2010 and 2012, respectively], realized that we still need effective, interoperable land forces in the future, post-ISAF [International Security Assistance Force] security environment. That's why they created Allied Land Command. It was the SACEUR [Supreme Allied Commander Europe], a Navy admiral, who told me that this was our primary task. He also told me it was our responsibility to ensure that NATO retains the interoperability and experience that NATO soldiers have achieved over the last 10 years in Afghanistan and other places. So what I would hope to convey is the value of land forces and how this headquarters is going to work to ensure land forces remain decisive for NATO.

I've always been a believer in NATO, despite the frustrations and challenges that are inherent in any alliance or coalition. Today, it's even more important. Twenty-six NATO nations, including the United States, are reducing the size of their defense spending and capability. Only Poland and Turkey are either maintaining or increasing the amount of their defense spending. That means involvement in coalitions and the alliance becomes even more important for shared resources, shared capacity and cooperation. As the size of the U.S. footprint in Europe continues to shrink, putting U.S. personnel in [essential] positions in the various headquarters of the NCS [NATO Command Structure] and NFS [NATO Force Structure] becomes an important means to ensure U.S. relevance and influence within the alliance. I believe that land force development, training, employment and concepts are greatly enhanced by our contribution to Allied Land Command. There will be 48 U.S. officers and NCOs (44 of whom are Army) here by the time we reach IOC this summer. Of the 23 nations contributing to this command, the largest contributors after the United States are Germany (40), France (35), the U.K. (31), Turkey (29), Spain (26) and Italy (23).

Q: In June 2011, then-Secretary of Defense Robert M. Gates cautioned NATO that current trends in defense spending cuts would endanger the alliance's military capacity and capability to live up to its charter. Some foreign policy analysts, as well as a growing number of Americans, conclude that NATO has really been an alliance without a clear purpose since the end of the Cold War and complain that the United States is carrying a dispropor-



Multinational troops stand in formation for the commencement ceremony of NATO-led multinational exercises Cooperative Longbow and Lancer 2012 in Pepelishte, formerly the Yugoslav Republic of Macedonia. More than 2,200 soldiers from various NATO countries participated in the exercises, as did a dozen Partnership for Peace countries.

tionate share of the burden when it comes to keeping the world safe. Why should the United States continue to assume so much responsibility for the collective defense?

A: What's most important is that, within their capability, the member nations of NATO continue to provide modern military capabilities that are able to be part of either coalition or allied operations. This was evident in Kosovo, Afghanistan, Iraq and Libya. There are other ways in which nations contribute that matter besides percentage of GDP [gross domestic product] that also ought to count. [NATO-member countries have a defense spending target of 2 percent of their GDP.]

[For example,] the training centers that some countries host like the JFTC [Joint Force Training Center] in Bydgoszcz, Poland, and the JWC [Joint Warfighting Center] in Stavanger, Norway, are excellent. The Swiss, who are not even in NATO, pay for and run courses for NATO officers and NCOs that are as good as any course I've seen. … The point is that there are other things that do matter, and what I have learned since I've been here is how much other countries are doing. The volume of activities and operations by these countries to ongoing NATO, European Union, or other unilateral or multilateral operations is astounding.

There are nine multinational corps headquarters based in several different countries around Europe declared for NATO. That is a sizable force infrastructure that is unknown to most Americans. These include the ARRC [Allied Rapid Reaction Corps] in the U.K., EuroCorps in France, NRDC [NATO Rapid Deployable Corps]-Spain, NRDC-Italy, NRDC-Turkey, and others … all agreeing by way of [memorandum of understanding] to be prepared to do the missions that NATO asks them to do. There's a capability out there that I think the United States can't provide by itself.

[Vital] to my mission is to enable and certify these headquarters to conduct operations in accordance with the NATO level of ambition that all 28 nations agreed to: two major joint operations, six small joint operations—all simultaneously. … That's a significant contribution of money, infrastructure and expertise. … The United States couldn't do that by itself.

Q: Are there U.S. troops in any of these headquarters?

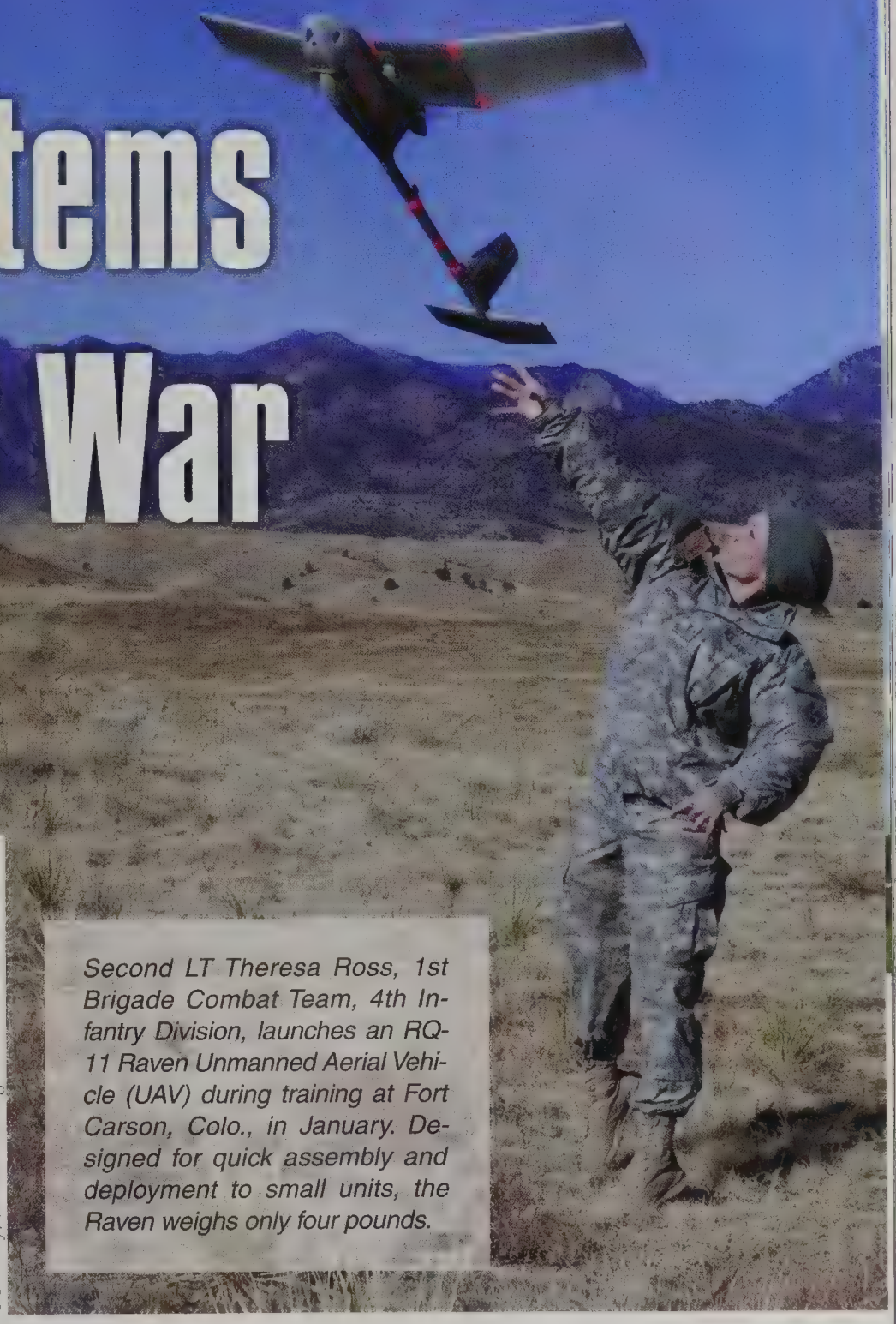
A: Of course, which gives us the opportunity to have officers and NCOs gain invaluable international experience with other NATO officers, which is getting more important as fewer soldiers are assigned to Europe these days. There are nearly 40 positions at the ARRC, including a brigadier general, almost 20 positions in Istanbul, and similar numbers in Milan [Italy], Valencia [Spain] and so on. So that's a presence of colonels, lieutenant colonels, majors and senior NCOs in all of these places, and that matters.

Q: What else do you hope to achieve before you leave command in early 2015?

A: I want to make Allied Land Command in Izmir the assignment of choice for soldiers all over the alliance, including the U.S. Army. We are in the center of developing land force capability across NATO, and the U.S. Army is the premier land force in the world. What soldier wouldn't want to be a part of ensuring that land power for NATO remains decisive and relevant? ★

Unmanned Aircraft Systems And the Next War

By LTG Michael F. Spigelmire
U.S. Army retired
and
COL Timothy Baxter



Second LT Theresa Ross, 1st Brigade Combat Team, 4th Infantry Division, launches an RQ-11 Raven Unmanned Aerial Vehicle (UAV) during training at Fort Carson, Colo., in January. Designed for quick assembly and deployment to small units, the Raven weighs only four pounds.

U.S. Army/SPC Andrew Ingram

The First Revolution in UAS

The Army has been incredibly successful in introducing Unmanned Aircraft Systems (UAS) from corps level to platoon. Although still relatively new to combined arms operations, UAS are revolutionizing how the Army fights. In 2003, the Army deployed 13 aircraft for Operation Iraqi Freedom. Some 10 years later, about 1,200 unmanned medium and large aircraft are in the field. This number increases significantly when small UAS (SUAS) are included. Today, just counting medium and large platforms, the Army has more UAS than the U.S. Navy and Air Force combined. Collectively, Army UAS have flown almost two million deployed hours.

The Army's leadership within DoD has been vital in providing the capabilities required to develop and field interoperable and common control systems. Regardless of the airframe, video and data are delivered to command posts, vehicles and individual soldiers via One System Remote Video Terminal (OSRVT). In addition, as proven in theater, delivering information from UAS directly to Apache and Kiowa helicopters, referred to as manned-unmanned (MUM) teaming, is a battlefield combat multiplier.

While the Army should be proud of its accomplishments, it is imperative that we conduct a critical review of our base UAS philosophies and continue to support doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) given an uncertain future of potential near-peer opponents or their proxies. A vital part of this review must include the opportunities of UAS interoperability—capabilities opening the door to doctrinal alternatives whereby an unmanned family of systems (FoS) will again increase combined arms effectiveness—a potential for a second revolution of unmanned systems. This second revolution must significantly expand UAS capabilities while addressing the growing set of future threats. To examine this, one must focus on doctrine, requirements, organization, training and materiel developments.

Doctrine

Because of wartime needs, the surge in UAS has not been matched with developing the user doctrine to support unified field operations—the full-spectrum fight. It is time to catch up. In today's operations, large, medium and small UAS classes—the FoS—often fly simultaneously in the same battlespace but largely as individual entities supporting the fight. Given the strides in technical interoper-



ability already existing between the classes and the force, little doctrine is available to optimize FoS employment and little work is being done to develop FoS future concepts allowed by fielded technologies. This shortfall in doctrine and concepts slows combat development and technology maturation as many stakeholders focus on single platforms rather than prioritizing the FoS as a whole. This doctrine deficit is made worse by some stakeholders failing to recognize that UAS is not aviation in support of maneuver. Rather, UAS is integrated into all echelons and aspects of combined arms operations in the air and on the ground—a critical difference in perspective. The following example of massing of sensors assists in visualizing possible capabilities:

In operations, it is typical to assemble indirect fires from multiple unit echelons to better support the main effort while taking risk in supporting sectors. The Army nearly has the capability to do the same using unmanned sensors.

Given a division in the offense that makes the left sector brigade the main effort, the division commander could choose to cut all or part of his Gray Eagle company and/or multiple brigade Shadow assets to directly support the main effort. Given the Universal Ground Control Station (UGCS) and universal operators, the main effort brigade UGCSs could switch between multiple class airframes to inform the operational picture and assist servicing targets by the many "killer" systems available. Airframes could also be passed to main effort battalions or companies for direct control via OSRVT. At the same time, unmanned ground vehicles could be supporting main effort units and relaying control and sensor data via UAS airframes.

As an economy of force, unattended ground sensors (UGS) could be dropped by UAS airframes in avenues of approach or areas of interest to provide "tip and cue" teaming with UAS, leaving large land areas unmanned. UGS sensor data can be relayed by any line-of-sight airframe. These same airframes could be cued to triggered UGS, thus assessing the threat.

This example is but one of many possible scenarios. The question is how to facilitate the rapid development of FoS concepts with associated technical advances in order to mature total combined arms integration.

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*LTG **Michael F. Spigelmire**, USA Ret., is a former U.S. Army Special Operations Command and VII Corps commander and a Distinguished Fellow at the Joint Special Operations University. **COL Timothy Baxter** is the U.S. Army project manager for unmanned aircraft systems and has extensive acquisition, special operations and infantry experience.*

Requirements

Along with developing doctrine and concepts, another hortfall lies in developing requirements for countering fu-ure threats and their impacts on total system survivability. ndirect fires on ground nodes, air defense and electronic at-acks must be addressed by DOTMLPF. In most forums, dis-ussions focus on larger-class UAS assuming a permissive ir environment and ignoring the implications of combat at level higher than counterinsurgency. This causes us to dis-ount critical requirements and doctrinal issues. Ignoring a nore capable threat causes us to undervalue the importance f SUAS, a class that is potentially the most important be-ause of its numbers, ability to operate from any location nd ability to survive.

The most valuable and, ironically, nost ignored UAS target is the launch ecovery site—the aircraft carrier of he battlefield. Why focus on killing ndividual airborne platforms when he high payoff is to kill multiple air-rames along with operators and sus-ainers in a single blow? Given the act that the launch recovery site is a ital component of the total system, inetic attack is a near-certainty for a apable enemy. Actions to correct hese shortfalls include:

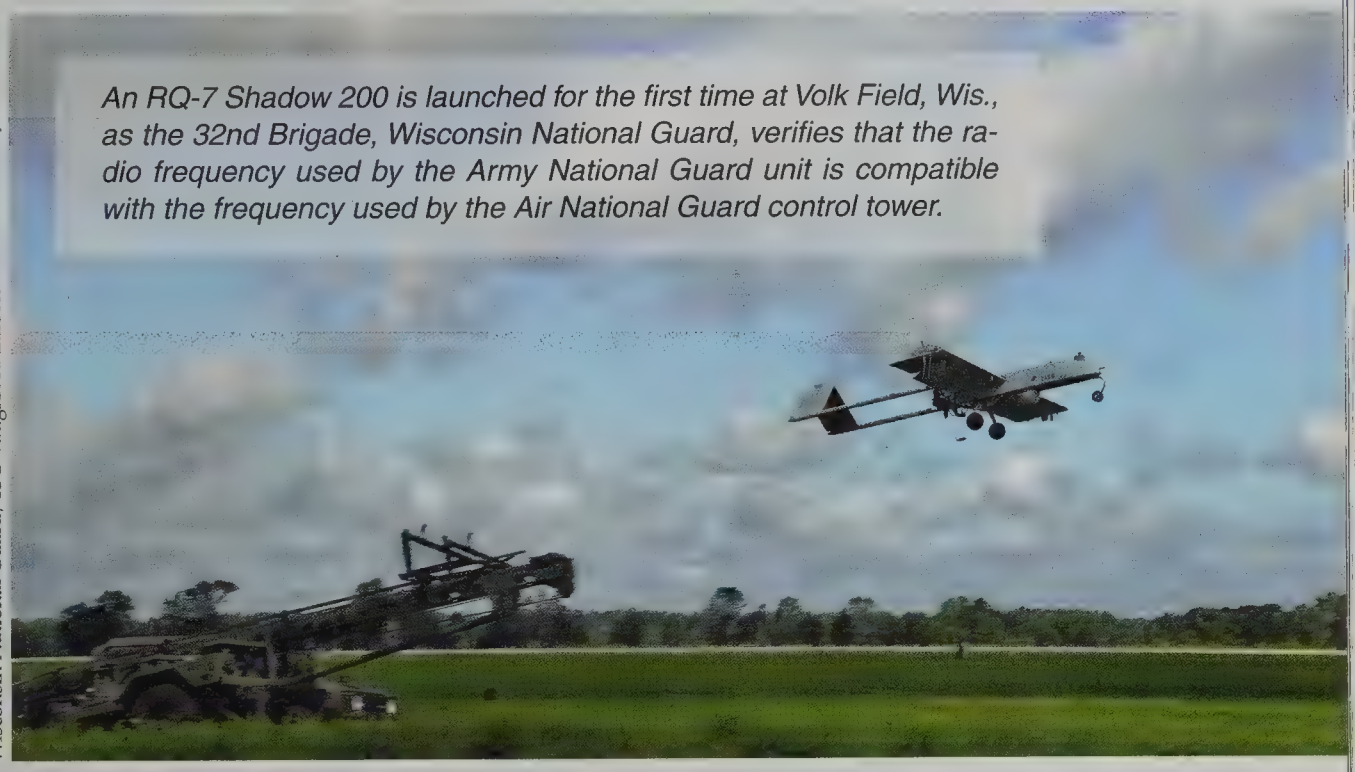
- Reducing closely arrayed units hat make the launch recovery site a nore detectable and lucrative target. Recent moves toward hub-and-spoke perations in large, centralized MUM combat aviation brigades work against survivability, al-hough they only marginally increase UAS efficiency.)
- Developing tactics, techniques and procedures (TTP), equirements and materiel changes. Shadow and Gray Ea-le platoon equipment will be better dispersed, thereby re-ducing unit signature and improving jump timelines.
- Reducing takeoff and landing distances, allowing for perations on improved roads. The "prepared runway" hat Gray Eagle requires makes it easy to find and reduces pportunities for dispersion.

Almost all the above are a subset of the need for unit mo-ility—a return to the mentality of mobile operations. This ocus needs to be a priority in trades determining doctrine, equirements and materiel upgrades. Given the risk to arger-class airframe survival, a Russian saying applies: 'There is a certain quality to quantity." Larger airframes are nore visible, too heavy to support countermeasures and unable to take a hit, so we must have greater numbers. This conclusion has huge implications for requirements, up-grades and war preparation until a new generation of air-rames is affordable. They include:

- Not allowing requirements to grow airframe costs to unattritable levels. (We need many; build Sherman tanks rather than Tiger tanks.)
- When considering multiple payloads on a single air-frame, balancing capability with the overall combined air-craft cost and the significance of loss on the overall battle (given no replacements due to cost).
- Improving our ability to easily reconstitute damaged units. This includes continued development of multiclass universal products, universal operators and maintainers to support inter- and intra-class cross-leveling, allowing smaller UAS to "move up a class" in critical situations.
- Having a ready pipeline of airframes and sensors in theater and stateside.

Payloads are the costliest subsystem of—and the reason for—UAS. The Army should review its base philosophies and then revalidate requirements, specifications and pay-load mixes both for single and FoS aircraft. Stakeholders should work to achieve the following:

- Balance effectiveness with cost for both single-payload airframes and those capable of multiple payloads (accounting for levels of war, losses, weather, terrain and so on).
- Look at more effective airframe and payload mixes to support operations and unit reconstitution.



An RQ-7 Shadow 200 is launched for the first time at Volk Field, Wis., as the 32nd Brigade, Wisconsin National Guard, verifies that the radio frequency used by the Army National Guard unit is compatible with the frequency used by the Air National Guard control tower.

Wisconsin National Guard/SSG Vaughn R. Larson

Organization

The above suggestions on FoS, mobile operations and similar requirements will drive some organizational changes within the UAS fleet. Greater impact may come from reorganizing how the Army develops unmanned requirements, funds solutions and executes them. The separation of U.S. Army Training and Doctrine Command (TRADOC) capability managers and program executive officers responsible for the development and integration of UAS, unmanned ground vehicles and unmanned ground sensors—and their payloads—has slowed integration and capability development. At the very least, a general officer steering committee and supporting work groups should be formed to join these offices for requirements, doctrine and materiel development.

Army budgeting also needs to be reviewed. FoS integration must be placed at a level that is equal—if not superior to—individual UAS. Resourcing prioritization methods (by



Foreground from left to right: Gray Eagle, Shadow, Puma, Hunter and Raven UAVs front an AH-Apache Longbow and an OH-58 Kiowa Warrior at Dugway Proving Ground, Utah. All were involved in an exercise there in 2011 that proved interoperability across manned and unmanned platforms.

product) suboptimizes effectiveness as FoS improvements are effectively subordinated to the single product.

Training

Other than for UAS operators, training has not been institutionalized throughout TRADOC. There is little UAS combined arms training for leaders in their normal professional schools. This shortfall can be corrected in at least two ways:

- UAS unit leadership training must return to a mobile operations/expeditionary mind-set. Training in schools and units should include fundamentals such as jump operations, unit dispersion, signature management, rapid launch-recovery site setup and initial entry operations.
- Until we fully institutionalize UAS, every level of combined arms leadership training should include subjects such as UAS capabilities, combined arms mission integration, using multiple classes in operations, and mobility/jump/sustainment planning factors for offense and defense.

Materiel Developments

The Quadrennial Defense Review and defense planning guidance explicitly state enemies will have long-range and precise munitions along with the capability to contest the air and space domain. Though unlikely through the midterm, the possible loss of air supremacy for even short periods would greatly affect the way that UAS fight. Far more likely and dangerous are precision long-range artillery and missile systems. Given the high value of UAS ground nodes, every UAS subsystem is obviously at risk, again calling for dispersion and signature reduction.

A capable enemy will attack our command and control with non-kinetic means, using jamming, cyber attacks and ground system triangulation in preparation for a kinetic attack. This requires us to:

- Train operators to recognize electronic attacks and work-arounds, and develop assisting automated software.
- Develop the certain capability to sustain operations in a satellite- and global positioning system-denied environment.
- Require alternate data links and better directional links to counter a jamming or "direction finding" threat along with better dispersing our emitters.

Whether for requirements, unit organizational constructs or materiel trades, having the simulation tools and expertise to execute complex cost-benefit analyses is critical for making well-informed decisions. To properly evaluate the cost benefit of tactics, upgrades and mixes of products or organizational constructs, three legs of a "decision stool" are needed: technology, cost and force-on-force effectiveness modeling. Over the last decade, the force-on-force simulations leg has been all but lost. It is critical that there be a rejuvenation of industry/government partners that can independently (or in conjunction with U.S. Army TRADOC Analysis Center) run Combat 21 and other simulations to evaluate the effectiveness of capability in scenarios where variations in threat, weather, terrain and organizations can be generated.

* * *

Army accomplishments with UAS have been remarkable. Considering UAS potential, it is critical that the Army review base UAS philosophies and supporting DOTMLPF. Action must be taken to:

- Codify and teach UAS combined arms doctrine and develop future operational concepts.
- Examine "next enemy" impacts, especially on the ground.
- Build for reconstitution and keep airframes and payloads attritable (low-cost).
- Develop the simulation tools for the complicated trades facing UAS.

Addressing these issues requires the participation of leadership at the highest levels. Stakeholders need to review and agree on UAS philosophies and create the long-range plans and sustaining budgets supporting those views. The time is right for a revolutionary leap in unmanned systems: The interoperability pieces are in place, the next threat is more well-defined, and the budget realities drive us to better combined arms integration. Failure to act certainly means a less effective force, and, given the importance of UAS to operations, inaction fundamentally risks future mission accomplishment. ★



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The National Museum of the United States Army at Fort Belvoir, Virginia, will be the nation's one and only museum to present the Army's complete history since 1775. It will serve as the Army's national landmark, honor our Soldiers' service and sacrifice, and cultivate public appreciation for Army history and Army values. In short, the Museum will tell the Army story as it finally deserves to be told.

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Training is our lifeblood. Only when we've sweat and bled and pushed our teams beyond their limits in training will they be exceptional in combat.

Have you ever experienced a world-class training event that you and your team planned and executed? Now is a crucial time for us to take stock of what we know about great training and reflect on the lessons of combat. In the process, we can envision what is required to plan and execute the kind of training our units need to be exceptional in future combat. You are invited to join this conversation of company commanders describing their best training experiences and think about what it takes to conduct your own world-class training.

Mark Moretti

As an infantry company commander, I participated in a great combined-arms "Gunsmoke" exercise at Fort Carson [Colo.]. The purpose of this multi-echelon training was to evaluate and certify squad leaders and above in the employment and integration of air assets, mortars, artillery and machine guns. Because we had a limited number of rounds for each weapon system, we built strict engagement criteria into the scenario and included a requirement to maintain a certain number of rounds for final protective fires. As the CO, I issued an OPORD to my PLs, who then occupied the defensive position. Platoon leadership had to develop engagement areas and employ their M240B machine-gun teams so they were integrated into the indirect-fire plan. I was responsible for coordinating and pushing assets to the PLs while "deconflicting" airspace for attack aviation and painting the picture for the battalion commander. Besides managing my organic rifle company assets (e.g., machine guns and 60 mm mortars) and aviation assets, I had to balance battalion 120 mm mortars, 105 mm artillery pieces in direct-fire mode, and 155 mm howitzers in direct support.

Once the enemy attack on our position began, every leader in my formation was stressed. My PLs communicated with me, and we decided which assets to use based on the enemy situation, engagement criteria, asset availability and round counts.

Everyone in my company came out of this exercise realizing how challenging it is to maintain situational awareness of something as simple as the number of rounds you have on hand while you are trying to fight the enemy. It really helped us tighten up our SOPs for communication and leader responsibilities during the fight.

Jason Wayne

World-class training doesn't have to be all about live fire shoot houses and air assaults. Even routine training events can be world-class. For instance, I cast a physical fitness vi sion for my company that challenged them to be able tc move tactically for six to eight miles at 8,000 feet above sea level under full combat load with an 80-pound ruck, anc then fight the enemy. To reinforce this vision, I developec regular commander-led PT events. My goals were to make the events feel different from normal PT and focus on team building and assessment. For one event, I coordinated with my battalion and the local government in Vicenza, Italy, tc conduct PT on a Friday morning at a public lake near the post. On the day of the event, the company formed up in ful kit with their rucks to conduct four laps around the lake (about 10 miles). The first two laps were done with rucks the third lap was done wearing full kit minus ruck, and the fi nal lap was done in Army combat uniforms. It was a "race by fire team," and each team had to complete the mission together. Battalion and company leadership came dowr and embedded with the fire teams, which energized the guys to push themselves a little harder and try to smoke the "old men." Afterwards, we had music, food and drinks by the lake. I gave the troopers the rest of the day off so they coulc start their weekend early. I know it was world-class because Soldiers were talking about it for months afterwards.

Fran Murphy

After serving in Iraq on a National Police Transition Team during "the Surge," I commanded a company in the MTT Training Brigade (1/1 ID). The biggest insight from my first tour with the Iraqi National Police was the tension between



U.S. Army/SGT Daniel K. Johnson

Pilots with the 4-2 Attack Battalion, 2nd Combat Aviation Brigade, 2nd Infantry Division, fly an AH-64 Apache over Soldiers from the 1-27 Infantry Battalion, 2nd Stryker Brigade Combat Team, 25th Infantry Division, during Joint Exercise Gunsmoke conducted at Rodriguez Live Fire Complex, South Korea.

ombat advisors and landowning (coalition forces) units. The nternal conflict between advisors and a U.S. Army brigade ommander that led to the "A Camp Divided" article [*The Wall Street Journal*, June 2006] is an example of this struggle. As company commander training future MTTs, I made it a priority to prepare advisors for these conflicts. As a result, my ompany leadership and I developed "Blue Force Leader Engagements" at which advisors-in-training would meet with neir host nation counterparts and leaders from coalition nits. These leader engagements featured tough scenarios nd tense exchanges between experienced leaders wearing ne same uniform. This was a good training event because it ddressed a theater-specific need and took trainees out of neir comfort zones in what was a low-resource training event. attalion commanders across Fort Riley [Kan.] were eager to articipate in this training, so it also spread awareness of the ansition-team mission while promoting teamwork among different types of units. Blue Force Leader Engagements eventually became a permanent fixture in the MTT training POI.

Lou Nemec

As we prepared for our upcoming NTC rotation and subequent deployment in the summer of 2007, my sister company commander and I put our heads—and limited resources—together to simultaneously execute our company ommander's training time. He had some experience as a oute-clearance company commander while deployed, and had a lot of experience planning and executing training at ort Lewis [Wash.] while doing a two-year AC/RC tour. We ooled our resources and tapped range control, tenant nits and the training support center at Fort Lewis for every ossible resource. We then planned some METL tasks and ormed an "insurgent" section from our most experienced LCOs to serve as the OPFOR. The training ended up proiding a realistic three days of route-clearance operations ixed with some defensive obstacle construction and interation. His knowledge of current TTPs and route-clearance perations in Iraq, combined with my knowledge of available training assets on post and how to get them, ensured that the whole was better than the sum of the parts.

Jon Silk

The training exercise started when my tank company was alerted by battalion (previously coordinated). As the alert sequence proceeded, the company uploaded equipment and

CompanyCommand Glossary

AAR- After-Action Review
AC/RC- Active Component/Reserve Component
ATN- Army Training Network
CATS- Combined Arms Training Strategies
CDR- Commander
CLS- Combat Lifesaver Skills
CO- Commanding Officer
FRAGO- Fragmentary Order
FSC- Forward Support Company
IED- Improvised Explosive Device
LFX- Live Fire Exercise
METL- Mission-Essential Task List
MISO- Military Information Support Operations
MTT- Mobile Training Team
NTC- National Training Center
O/C- Observer/Controller
OPFOR- Opposing Forces
OPORD- Operations Order
PL- Platoon Leader
POI- Program of Instruction
PSG- Platoon Sergeant
REDCON 1- Readiness Condition One (the highest readiness condition)
SATCOM- Satellite Communications
SL- Squad Leader
SOP- Standard Operating Procedure
T/M- Teacher/Mentor
TTP- Tactics, Techniques and Procedures



U.S. Army/Phil Sussman

Soldiers treat simulated casualties from a simulated IED blast during an exercise at Joint Base Lewis-McChord, Wash.

prepared to move to an assembly area. The company came to REDCON 1 and initiated movement. This was a memorable moment because in all previous alerts, the sequence was terminated before coming to REDCON 1. When I gave the order for the lead platoon to move, the PL came back over the net to confirm that I wanted his platoon to move. I could hear the nervousness in his voice after I confirmed my previous transmission and he acknowledged. I monitored him and the other PLs on their platoon nets as they issued guidance to their respective platoons.

During movement, a FRAGO was issued and the company moved to the close combat tactical trainer (CCTT) facility. Once the company rolled in the gate, the tanks were parked. The company moved into the CCTT, transitioned from live to virtual training and occupied the simulators, in which the vehicles were set in a company assembly area.

Another FRAGO was issued and the company headed north (in simulation) and occupied a company defense against an attacking "North Korean" unit. During the fight, we incorporated live training into the simulation. For example, when a tank was hit by enemy fire and a crewmember was wounded, company medics maneuvered virtually in the simulation to the location of the wounded crewmember. Once they arrived at the location in simulation, they dismounted their CCTT simulator and physically moved to the area in the simulator where the wounded crewmember was located. From there, the medics physically treated and evacuated the casualty.

John LaMont

I led a unit that included two MISO teams, each consisting of a media production team, a SATCOM team and a radio broadcast team. During a deployment, these teams are geographically separated. However successful theaterwide information engagement relies heavily on their ability to work together. My NCO in charge and I decided to conduct a three-day field training exercise to test the teams' ability to develop, distribute and broadcast a MISO message under the same conditions they would face during a deployment. Each team occupied two separate locations in the Fort Bragg, N.C., training area. Each had to develop a MISO message based on a tactical scenario and then distribute that message over SATCOM to the other team. Success meant each team could concurrently broadcast the locally developed radio reel—and the reel they received from the other team—over AM radio. What made this training great was the fact that we integrated these teams and allowed them to build shared understanding of how their local MISO efforts fit into the larger operational picture. This forced every individual to understand the roles and responsibilities of the other teams so they could tailor their efforts to achieve the overall mission end state.

Jim Nemec

When I was a platoon leader, my battery commander had us rehearse battle drills so many times that when situations arose in combat, we reacted accordingly. When I took command, I integrated my combat experience into my approach to training. I know the confusion that sets in after an IED goes off, and I know the frustration in dealing with civilians on the battlefield. I also know that practice makes perfect and the more reps, the better. We used every available

Training Units and Developing Leaders (ADRP 7-0)

- Commanders and other leaders are responsible for training.
- Noncommissioned officers train individuals, crews and small teams.
- Train to standard.
- Train as you will fight.
- Train while operating.
- Train fundamentals first.
- Train to develop adaptability.
- Understand the operational environment.
- Train to sustain.
- Train to maintain.
- Conduct multi-echelon and concurrent training.

2013 ARMY Magazine Photo Contest

Sponsored by the Association of the U.S. Army

The Association of the U.S. Army is pleased to announce its annual ARMY Magazine photo contest. Amateur and professional photographers are invited to enter.

The winning photographs will be published in ARMY Magazine, and the photographers will be awarded cash prizes. First prize is $500; second prize is $300; third prize is $200. Those who are awarded an honorable mention will each receive $100.

Entry Rules:

1. Each photograph must have a U.S. Army-related subject and must have been taken on or after July 1, 2012.
2. Entries must not have been published elsewhere. Evidence of prior publication of any entry will disqualify it.
3. Each contestant is limited to three entries.
4. Entries may be 300-dpi digital photos, black-and-white prints or color prints. Photographs must not be tinted or altered. (Send digital photos to jbenitz@ausa.org.)
5. The minimum size for prints is 5x7 inches; the maximum is 8x10 inches (no mats or frames).
6. The following information must be provided with each photograph: the photographer's name, address and telephone number, and caption information.
7. Entries must be mailed to: Editor in Chief, ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201-3385, ATTN: Photo Contest.
8. Entries must be postmarked by July 31, 2013. Letters notifying the winners will be mailed in September.
9. Entries will not be returned.
10. Employees of AUSA and their family members are not eligible to participate.
11. Prize-winning photographs may be published in ARMY Magazine and other AUSA publications three times.
12. Photographic quality and subject matter will be the primary considerations in judging.

For further information, contact Jennifer Benitz (jbenitz@ausa.org), ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201; (703) 907-2604.

For examples of past winners, see www.ausa.org/publications/armymagazine/aboutarmy/Pages/ARMYMagazineAnnualPhotoContest.aspx

Ideas for Making Training World Class

Be Inspired (Sam Linn). I think it is impossible to separate attitude from the traditional training checklist (resources, tasks to be trained, instruction, situation development, etc.). Creating a sense of purpose and excitement can move the needle on involvement in and retention of the training.

Make It Real (Jason Wayne). Great training is when Soldiers forget they are out at the range and begin to believe they are conducting a real combat operation. This means the sights, sounds and experiences have to be replicated as much as possible. It is on the planner to build options into a scenario and minimize exposure to support personnel. I spend a lot of time with my platoon leaders talking about how a scenario "feels."

Empower Subordinates (Jason Davis). What sticks out most in my mind is the necessity to empower your Soldiers—not only during combat, but particularly during training. I have observed many LFXs, and the best ones involve leaders cross-talking, solving problems and executing to meet the CDR's intent, without the CDR's permission/approval. Leaders at all levels powering down to their subordinates, forcing the tactical decisions to be made at the lowest level possible, always produce great results.

Focus (Ryan Kranc). Most of the frustration in planning training I see is a result of leaders trying to do too much. Focus on your METL and the supporting collective and individual tasks. Get on the Army Training Network [https://atn.army.mil] and use CATS to drill down on your unit's critical collective tasks. Focus yourself by quarter, by month and by week. See where you want to be six months from now and determine how you want to get there.

Get All Your Leaders Involved (Sam Linn). We had a long-term planning conference with my NCOs to map out 12 months of training. Looking back, the fact that we went to such a low level in that meeting (usually this would be PSG/PL and above) ended up getting a high level of buy-in from the squad leaders, who were integral to the attitude of the Soldiers being trained.

Train Different Tasks and Levels of Leaders Simultaneously (Mark Moretti). In order to make the most of your limited training time and replicate the challenges of combat, create training in which you and your leaders are all involved and many different things are happening at once. In combat, it's not just one leader that gets put under pressure, and you aren't just focusing on one skill. The entire team is in the mix, managing a complex situation and drawing on numerous skills simultaneously. The more you can do that in training, the better you will be in combat.

Get Away from the Flagpole (Josh Christy). Training at home station can result in overfamiliarity and complacency. To develop, leaders need to be challenged. Getting away from the flagpole forces leaders to exercise their planning muscles and engages the attention of Soldiers as they find themselves in unfamiliar terrain and conditions. My battalion did a training deployment from Fort Drum [N.Y.] to Camp Atterbury [Ind.]. This required significant air and ground planning and engaged leaders at every level. It exercised the unit's movement officer skills in the same way they would be tested for our upcoming operational deployment. Training in an unfamiliar area prepared the unit for the challenges of assuming responsibility downrange from an unfamiliar footprint.

movement as a training opportunity. I would often use the headquarters platoon as the OPFOR and would run the platoons through scenarios during road marches or en route to the training area, hitting them when they least expected it.

We usually moved on foot, so I would have the headquarters platoon plant an IED along the route or have some sort of "civilian on the battlefield" scenario that the platoon leader and platoon sergeant would have to work through.

We almost always had CLS training involved as well. The training wasn't pretty—especially if the Soldiers weren't expecting it—but it was minimally resourced and maximized the type of think-on-your-feet leadership needed when we deployed to Afghanistan in March 2011. Since I usually moved with the platoons, I would watch and serve as an O/C or T/M. We would always conduct an AAR immediately following the scenario, and I assessed the quality of the training based on the involvement of the Soldiers during the AAR. One of my NCOs referred to this as "Hip-Pocket Training on Steroids," and I guess he was right.

Josh Gaspard

The day we returned from block leave after redeployin from Iraq, I led my squad leaders and platoon leaders on five-mile run. There was a tough hill at the end of the route and we ran up it three times as fast as we could. After th third sprint, I had one of my best squad leaders simulat calling in a fire mission on a nearby building. Out of breath he couldn't do it. We knew we were going to Afghanista next; with that in mind, this PT experience was soberin but it exemplified the work we needed to do.

That same week, I scheduled five SL/PL discussions tha lasted about two hours each. The morning after that eye opening PT session, I stood in front of the room with a dry erase board and went around to every squad leader an asked, "In 12 months when we deploy to Afghanistan, wha do you want your squad to be really good at?" I capture their thoughts on the board—things like physical fitness, ca for fire, medical, marksmanship, air assault operations, cul tural understanding and maintenance. We then began t group the tasks into larger topic bins. I asked, "What task do we need to train for these groups?" The squad leaders



U.S. Army/MAJ Jason Wayne

A squad from A/1-503D Infantry (Airborne) conducts a blank fire rehearsal during a training deployment to Monte Carpegna, Italy.

esponses varied widely. Without letting the platoon leaders nswer, I asked where we could find the answers so we ould all be on the same sheet of music. No real response. rom under the table, I pulled out a stack of manuals. I said ıe books and answers are out there. I stressed that when 're said someone was trained on task X, we all needed to now exactly what that meant.

I then gave out homework assignments. I picked squad eaders and gave them a topic and said, "By tomorrow, you ill come and tell the group where to find the evaluation crite- a, associated tasks (collective, leader, skill level) and any- ıing additional you want to say about the particular task."

Fast forward to the next day, and you couldn't find a place o sit in our company conference room. There were squad eaders and team leaders—even high-speed Soldiers icked by their squad leaders—digging through manuals. Ve began the discussion on the homework and continued ıis all week.

During the last of our five SL/PL discussions, I again tood in front of the dry-erase board and said, "OK, let's reate our 'Road to War' map." We developed a prioritized st of the collective tasks we wanted to train for and the es- ential leader and individual skills training that had to come rst. Everyone had a say. By the end of that week, we knew /hat we wanted to become and we were committed to do- ıg whatever it took to get there.

* * *

This article is intended to be a catalyst for you to start ıinking about your own training experiences and ignite our passion to plan and execute training that is "worthy of story to be told." Are you paying the price in training that is equired to be exceptional in combat? Are you burning the ıidnight oil and giving your Soldiers the best opportunities o succeed and survive in combat?

Envision yourself sitting with your team after a phenome- al training event that pushed everyone beyond what they ıought was possible. You are all mentally and physically exhausted, yet you smile as a feeling of professional satis- faction wells up in your chest. You nod to your 1SG and he says, "Sir, we did it!"

Thanks to the 18 commanders who have contributed so far to this world-class training conversation in the CC forum. If you are a currently commissioned officer, please jump online and contribute your thoughts and stories at http://CC.army.mil. Together, we are becoming more effective leaders and we are building more effective units!

Company commanders: Please join us in the new-and-improved version of our online professional forum to continue the conversation: http://CC.army.mil.



Historically Speaking

Chancellorsville at 150

By BG John S. Brown
U.S. Army retired



Photographs by Dennis Steele

The period of April 27 through May 6 marks the 150th anniversary of the Chancellorsville, Va., Civil War campaign, a textbook example of decisive operational maneuver. The December 2012 "Historically Speaking" describes MG Ambrose E. Burnside's bloody loss to GEN Robert E. Lee's Army of Northern Virginia during futile assaults against the heights dominating Fredericksburg. After the debacle, President Abraham Lincoln moved Burnside along to the Department of the Ohio and replaced him in command of the Army of the Potomac with MG Joseph Hooker. Boastful and ambitious, Hooker had also demonstrated himself to be courageous and aggressive. Lincoln hoped Hooker would be the one to boldly bring the Union's massive numerical advantages to bear against Lee's stubborn little army. His admonitions to stretch Lee to the breaking point included the injunction, "This time, put in all your men."

Assuming command on January 26, 1863, Hooker proved energetic and capable as an organizer and administrator. Training and discipline tightened. Food, living conditior and medical care improved. Systematic furloughs in proved morale. Hooker overhauled his Bureau of Militar Intelligence to better integrate information from all source including unit reports, scouts, spies, prisoners, deserter "contrabands" (escaped slaves), refugees, signal statior and aerial balloons. He reorganized his forces into seven i fantry corps with distinctive corps and division insigni and massed his cavalry into a powerful cavalry corp Oddly, he dispersed artillery that had already been masse back down to corps and division control. He envisioned fi ing Lee around Fredericksburg with three corps, sendin the cavalry corps in a deep penetration around Lee's le flank, and turning Lee's left flank with three corps di patched across the upper reaches of the Rappahannock an Rapidan rivers.

Hooker's cavalry corps got off to a slow start and wa drawn into ineffectual fencing with nimbler Confederat



unterparts, but his three corps' turning movement went ell. By 1500 on April 30, they had sped through Kelly's ord on the Rappahannock and Ely's and Germanna fords n the Rapidan to reach Chancellorsville. A fourth corps ossed the Rappahannock at U.S. Ford and joined them. ere the four corps were but 10 miles from two Union rps thrown across the Rappahannock south of Fredericksburg, with Lee's army ostensibly trapped between em. The overall Union numerical advantage was better an 2-to-1. However, Lee and his principal subordinate, TG Thomas J. (Stonewall) Jackson, perceived themselves benefiting from interior lines rather than as being apped. They earnestly sought to bring one wing of the extended Union Army to battle in the absence of the other.

Assessing the Union forces arrayed against them, Lee and Jackson judged that the two corps across the Rappahannock at Fredericksburg would be the tougher nut to crack. The Union corps had formed up tightly on defensible ground not far from the river and were heavily overwatched by masses of artillery arrayed along the heights on the far side. They were well-positioned to defend themselves, but they did not seem inclined to repeat the assaults up the Confederate-held heights that had gone so badly some four months earlier. They were a fixing force. Lee left a reinforced division dug in along Marye's Heights and sped west to confront Hooker and his turning movement with the rest of his army. He correctly surmised that the four Union corps moving on limited roads through the tangled "Wilderness" around Chancellorsville would be in considerable disarray.

Hooker's intelligence, including balloon sightings, detected the Confederate movement. The initial collision east of Chancellorsville was indecisive, but the force of the blow, speed of Confederate closure and concern for the dispersion of his forces through the Wilderness persuaded



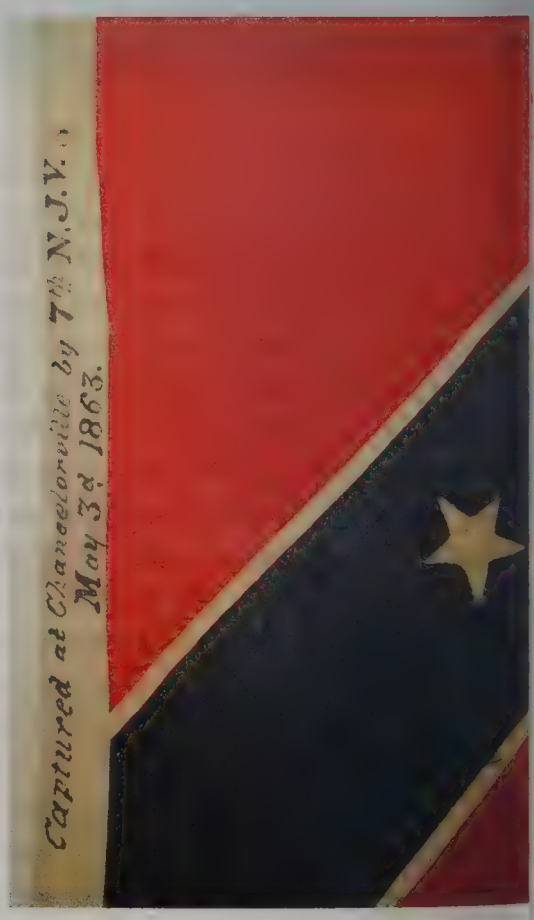
A diorama depicting the wounding of Confederate LTG Thomas J. (Stonewall) Jackson is among the displays at the National Park Service's Chancellorsville Battlefield Visitor Center.

Hooker to back off and tighten up. He formed a line that extended along the "Turnpike" to Chancellorsville, looped around Chancellorsville and nearby Fairview Hill as a robust bastion, and continued along Mineral Spring Run to the Rappahannock.

Lee and Jackson, benefitting from MG J.E.B. Stuart's ubiquitous cavalry, quickly ascertained that the west end of this hastily constructed line was hanging in the air. In a daring maneuver, Lee split his army yet again, fixing the Union front with the smaller portion while sending Jackson on a wide arc with the larger portion. Assailing the Union flank at around 1800 on May 2, Jackson routed two brigades and threatened to roll up the Union line. Eager to exploit success, Jackson went forward to reconnoiter his next attack. Returning to his own lines in the darkness, he was accidentally shot by one of his own pickets. He died a week later, a tragedy for the Confederacy.

The Confederates continued their attack the following day, with Stuart filling in for Jackson. The Union had built up a robust line extending along Mineral Spring Run to an intersection a mile northwest of Chancellorsville, and then north to the Rapidan River along Hunting Run. From this stout perimeter, their positions around Chancellorsville and Fairview Hill extended south like an appendix, with Confederate troops on three sides. Stuart got 30 guns onto a curiously abandoned hilltop over-watching two sides of the appendix and raked both with enfilading artillery fire. The bombardment incidentally wounded Hooker, knocking him momentarily unconscious when it hit the pillar of a front porch he was leaning against. He awoke partially paralyzed and in great pain, assumed the rest of his army was in as bad shape as he was, and ordered an immediate evacuation of the appendix into the more formidable perimeter to its north.

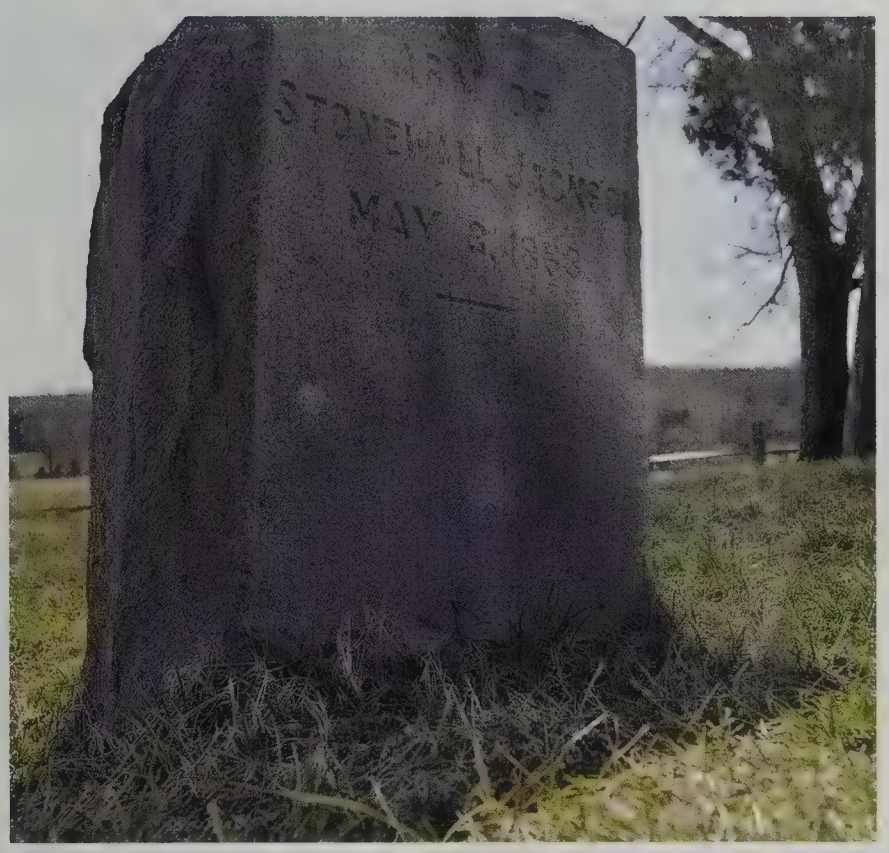
Meanwhile, the Union forces near Fredericksburg, commanded by MG John Sedgwick, went over to the offensive. During the morning of May 3, they attacked the Confederates defending Marye's Heights. Several assaults failed, but then they broke through the strongly positioned but thinly manned line. The Confederates withdrew along two axes



Also displayed at the Visitor Center in Virginia is a Confederate battle flag that was captured by the 7th New Jersey Volunteer Infantry Regiment during the battle.

***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. Author of* Kevlar Legions: The Transformation of the U.S. Army, 1989–2005, *he has a doctorate in history from Indiana University.*





Jackson's flank attack at Chancellorsville on May 2, 1863, is considered one of the greatest tactical maneuvers of the Civil War, but later that night Jackson fell victim to friendly fire as Confederate pickets shot and wounded the general while he scouted the area. His arm was amputated, and he died eight days later from pneumonia. Left, a memorial called the "Jackson Shrine" stands near the site of the shooting. Above, Jackson's amputated arm was taken from the battlefield by a member of his staff and buried in the officer's nearby family cemetery at Ellwood Manor. It rests there today.

e to the south and one to the west. Sedgwick pursued to e west, closing the distance between himself and Lee's ar. His advance sputtered to a halt around Salem Church the face of darkness and thickening Confederate resis- nce, the retreating Confederates having been reinforced Lee.

Over the night of May 3–4, Lee determined that Sedg- wick in motion offered him a better target than Hooker rest. He readily determined that Hooker's troops worked rough much of the night to improve their already formi- ble position, a clear demonstration of defensive intent. It rdly made sense to assault such a stronghold, particularly hen outnumbered 2-to-1. Leaving Stuart with 25,000 to ntain Hooker's 75,000, Lee sped off to confront Sedgwick. e Confederates who had withdrawn south from Freder- ksburg swung across Sedgwick's rear from the east while e wheeled in from the south. To his credit, Sedgwick an- cipated the blow, formed a well-organized perimeter cked by the Rappahannock, and survived until darkness rought the battle to an indecisive conclusion. Sedgwick ithdrew across the Rappahannock that night. Hooker fol- wed suit the next night.

Some call Chancellorsville Lee's perfect battle in the sense artful Napoleonic maneuver. Outnumbered 2-to-1, he ked vast forces with small ones and massed decisive su- eriority at critical points. His feel for the terrain was mas- terful, both in getting his own troops through it and in anticipating where it would delay the enemy. He achieved psychological dominance from the beginning, forcing the enemy to react to his moves rather than he to theirs. He successfully defended the Rappahannock River line, sending his defeated enemy streaming back across it. As grand as the victory was, however, it came at a high price. Lee lost about 13,000 men while Hooker lost about 17,000, but the Confederates' losses were greater than they could well afford. One of these was Jackson, a blow with profound consequences for the future course of the war. ★

Recommended Reading

Esposito, Vincent J., *The West Point Atlas of American Wars, Volume I: 1689–1900* (New York: Frederick A. Praeger, 1959)

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McPherson, James, *Battle Cry of Freedom: The Civil War Era* (New York: Oxford University Press, 1988)

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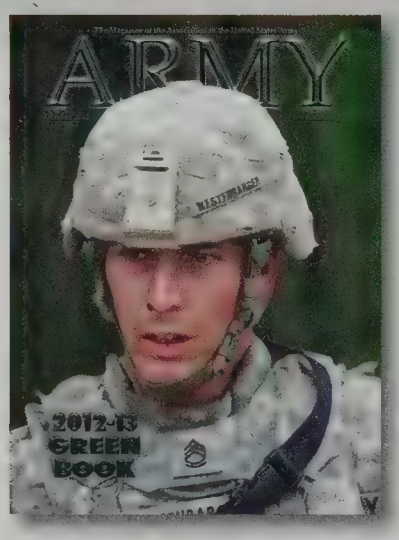
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Soldier Armed

The Army's Family of Medium Tactical Vehicles

By Scott R. Gourley
Contributing Editor

The U.S. Army's family of medium tactical vehicles (FMTV) is one of e critical enablers of tactical sustainent capabilities. Composed of both 5-ton 4x4 light medium tactical vehie (LMTV) and 5-ton 6x6 medium tacal vehicle (MTV) payload-class vehies and their associated trailers, the MTV provides a single acquisition ogram designed to yield a logistically gnificant degree of component cononality among variants. The vehicles e utilized across the entire spectrum combat, combat support and combat rvice support units, performing myrd roles including unit mobility, field eding, water distribution, local- and ne-haul transportation, maintenance atforms, engineer operations, comunication systems, medical support, d towing artillery pieces.

LMTV systems include the M1078 5-ton standard cargo, M1079 2.5-ton n and M1081 2.5-ton standard cargo w-velocity airdrop (LVAD) capable ucks. MTV systems include the M1083 ton standard cargo, M1084 5-ton standrd cargo with materiel handling uipment (MHE), M1085 5-ton long rgo, M1086 5-ton long cargo with HE (crane), M1088 5-ton tractor, 1089 5-ton wrecker, M1090 5-ton ump, M1093 5-ton standard cargo VAD) and M1094 5-ton dump (LVAD).

FMTV special vehicles include the 1087 expansible van, XM1140 5-ton gh-mobility artillery rocket system HIMARS) carrier, XM1148 9-ton load ndling system (LHS) truck, M1147 HS trailer, M1157 10-ton dump and M1160 medium extended air defense stem (MEADS) carrier. FMTV trails include the M1082 2.5-ton cargo iler and M1095 5-ton cargo trailer.

"The fleet status right now is exemely healthy," said LTC Steven all, U.S. Army product manager for medium tactical vehicles within the Program Executive Office for Combat Support and Combat Services Support. "We're on our third OEM [original equipment manufacturer]—Oshkosh Defense—producing the 2.5- and 5-ton truck fleet, along with the two cargo trailers [under contract awarded in October 2009]. We're really enjoying working with them. They're doing a great job, and we have an extremely high-quality truck coming off the line."

Oshkosh recently delivered the 15,000th FMTV truck out of a currently contracted total of more than 20,000 trucks and 10,000 trailers.

"That's a pretty remarkable accomplishment given when we started," said Mike Ivy, vice president and general manager of Army programs at Oshkosh Defense. "It's been a ... steep ramp, and we're very proud of the team and what the operations and production side of our business has done to get those trucks out as fast as they have ... to the quality standard that they have achieved."

LTC Wall said the vehicles being produced by Oshkosh are all capable of adding armor and weapon station cupolas, emphasizing that the fielding means "our soldiers are receiving the latest and greatest in force protection capabilities."

One of the most recent introductions to the FMTV fleet was the M1089 5-ton wrecker. While Ivy emphasized that current Oshkosh fleet production is based on the FMTV technical specifications, he noted that the M1089 wrecker design incorporates some of the most significant changes that Oshkosh has introduced to any FMTV platform.

"There were some issues with the previously designed wrecker," he said. "I won't go into all those issues, but the [product manager] asked us for some ideas to improve it. ... I'm talking about the back end of the wrecker—not the truck part, but the recovery part. We went to work on that and redesigned the back end of the FMTV wrecker so that it has the same lift and tow system that the back end of the



Scott R. Gourley

The Light Medium Tactical Vehicle (LMTV) in the Family of Medium Tactical Vehicles (FMTV) has a 2.5-ton capacity. The cabs on the older vehicles (left) are thin-skinned while those on the newer ones (right) are armored.



A Medium Tactical Vehicle, the 5-ton wrecker, is a recent addition to the FMTV fleet. It has full hydraulic operation with remote control. It also has the payload capability and durability to recover disabled medium and light tactical vehicles.

Army heavy wrecker [M984 heavy expanded mobility tactical truck] has. In fact, it has the same back end as the [medium tactical vehicle replacement] wrecker that we make for the U.S. Marine Corps and the same back end as the [logistics vehicle system replacement] wrecker that we also make for the Marine Corps. The lifting capacities differ because the truck capacities differ, but the retrieval systems are the same. We think—and I think the Army would agree—that's great news for the Army customer, because a soldier who knows how to use the retrieval system on a heavy wrecker can now migrate over to a medium wrecker and it looks, works and behaves the same. There's a lot of good in that.

"The M1089 wrecker is in full production, and we have completed all of the testing we were doing on it," LTC Wall said. "It was mostly full-rate production testing to validate that the design and the engineering change proposals that were done to upgrade it were completed. The full materiel release was August 2011. It has been fielded to Korea, and we are currently in the process of producing, shipping and training on that fleet."

Although some early 2012 Army schedules had projected the possibility of a follow-on FMTV production contract in the fiscal year 2014 time frame, LTC Wall said there is no such plan at this time, adding, "We really can't speculate on future contracting efforts." Along with the uncertainties of follow-on production, he noted that "recapitalization" decisions on the older FMTV A0/A1 fleet of thin-skinned cabs are evaluated every year.

"Right now, it's cheaper to buy a new up-armored truck [with armored cab and compatible B-kit armor] than to recap a thin-skinned truck into an up-armored truck," he said.

"For the force protection reasons alone, and for the cost efficiencies that we gain from Oshkosh, we're not doing any recap right now. … However, when we are bringing the trucks back from Iraq and Afghanistan, we are resetting those trucks back up to full mission-capable status at Red River Army Depot [Texas]," he said.

Asked about fleet challenges, LTC Wall replied, "Force protection, first and foremost. Protecting our soldiers is the utmost priority. The battlefield, as we have seen in the last 10 years, is truly no longer linear but an all-around threat. Operational availability—actually having the truck ready to go on its mission when th soldiers want it—is a requirement a well.

"Our goal is making sure we hav low operating costs through things lik fuel savings and component reliabilit We have had a lot of interest shown i fuel economy in the last couple year as fuel prices keep rising and the cos of operational energy continues to gai interest from all levels of leadership Gains in fuel economy in any future o current truck is something we're work ing on as well.

"Knowing that these vehicles are th workhorses of the Army, we have de signed these trucks and provided then with the best force protection avail able," LTC Wall said. "They are truly designed to work in the nastiest place that the Army goes, and they can tak all the punishment that the roads, ter rain and soldiers can give them. The just keep going.

"Recently our fleet was paramount i the efforts in the New England states af ter Hurricane Sandy. Not only were th trucks being used as a rescue fleet and fleet to move supplies, we also ha trucks serving as polling places," h said. "That's the flexibility of this fleet We can uphold and defend democrac abroad as well as at home."

AUSA Sustaining Member Profile

Connor Sport Court International

Corporate Structure—President and CEO: Ronald N. Cerny. Headquarters: 939 S. 700 West, Salt Lake City, UT 84101. (801) 972-0260. Website: www.connorsportcourt.com.

Connor Sport Court International (CSCI) is the world's top manufacturer of the highest-quality indoor basketball courts and outdoor multisport surfaces. Most recently, Connor has taken its expertise in high-performance flooring into new markets, including composite flooring and ground cover systems for a variety of military missions. CSCI flooring solutions apply to morale, welfare and recreation facilities, drill halls, warehouses, hangars, multi-acre staging areas, motor pools, and even temporary roadbeds. These high-performance flooring systems are customarily procured at most favored customer pricing through the General Services Administration's Multiple Award Schedule program.



The company is ISO 9001:2008-certified and has received the most respected performance certifications from independent testing labs, sports authorities and flooring trade organizations. As an independent initiative, CSCI spearheaded development of a structural testing and engineering measurement standard to rate dimensional stability, resilient fatigue and static load strength. The company's research and development have produced sports flooring with vertical suspension properties and a proprietary lateral forgiveness system to lessen the risk of concussions as well as knee and joint damage.

CSCI began in 1872 as a wood products manufacturer under the name of Connor Sports Floors, which developed into one of the first official basketball floor manufacturers in the country. In 2005, it merged with Sport Court, the original provider of safe and colorful backyard game courts for sports and recreation. This created a financially strong, consolidated source with the global reach to develop and supply more diverse high-performance flooring solutions than any other company. CSCI's global footprint now extends into 125 countries on all seven continents, including a research facility in Antarctica. CSCI's products—indoor and outdoor sports flooring, portable flooring and heavy-duty ground cover systems—are found at numerous Army bases and interim facilities, including expeditionary deployments in the harshest climates and conditions around the world. The pre-engineered design of CSCI suspended-surface flooring systems enables fast assembly even with unskilled labor, an important benefit for Army units deployed to remote, undeveloped nations.

CSCI demonstrated its logistics expertise in 2012 when it supplied the portable hardwood basketball court for ESPN's Veterans Day Classic between the University of Connecticut and Michigan State University, telecast from Ramstein Air Base, Germany. The three-venue event included temporary basketball courts assembled aboard aircraft carriers on the East and West coasts. Army units worldwide can follow the NCAA Final Four being played again this year on CSCI's custom-made courts, a continuing source of pride for the manufacturer.

CSCI's flooring systems are aligned with the Army's efforts to reduce the waste stream from its installations and to procure environmentally compatible products with recycled content. The company has completed its initiative to secure life cycle analysis and environmental product declarations on its products and became the first independently verified "zero waste" manufacturer in the flooring industry. The company strives to incorporate significant recycled content in its synthetic systems and uses sustainable raw material in its hardwood basketball courts. The virgin maple originates from professionally managed forests in North America and installs over recycled, rebonded polyurethane foam underlayment.

It was perhaps inevitable that CSCI would build upon its success in resilient athletic courts to develop other innovative flooring and portable flooring solutions. The PortaFloor® line sets the standard for new-generation zero footprint products. Using the same engineering principle of lightweight modular pieces that lock together like a puzzle or rollable section, CSCI's PortaFloor® products offer rapid-deployable, reusable flooring for most Army applications. The latest product, PortaFloor MAX™, offers a substitute for concrete, wood platforms, gravel and AM2 matting. Up to 1,000 square feet can be installed in less than 10 minutes over any firm, flat surface to create a durable, deployable, removable and reusable surface system. Each square foot weighs slightly more than three pounds and supports more than 80,000 pounds.

Following a widespread procurement search for a structure flooring, the company was contacted two years ago by a facilities engineer wanting a light and lean flooring solution that did not need any tools for installation and disassembly. The PortaFloor PRO™ flooring system was chosen following an extensive comparison of other products at Robins Air Force Base, Ga. This system is manufactured from recyclable polypropylene and has a load rating of more than 34,000 pounds per square foot, while providing quick and easy installations.

These heavy-duty flooring and ground cover systems demonstrate CSCI's eagerness to respond to the special needs of the Army and DoD contractors.

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Reviews

The 'Majestic Sweep' Of a Brilliant Volume on World War II

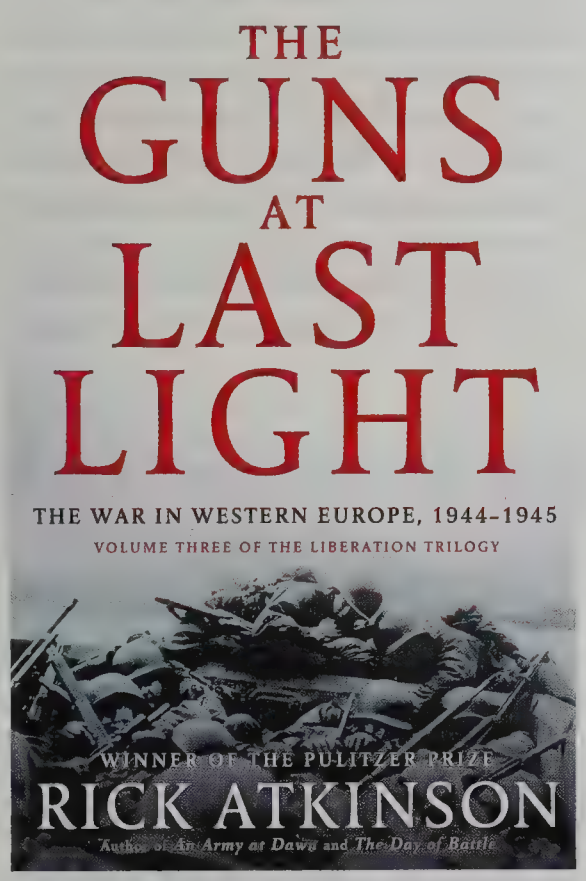
he Guns at Last Light: The War in Western Europe, 1944–1945. *Rick Atkinson. Henry Holt and Company. 896 pages; black-and-white photographs; maps; $38. Publisher's website: www.henryholt.com.*

By BG Harold W. Nelson
U.S. Army retired

'n his prologue to *An Army at Dawn*, Rick Atkinson wrote, "The libera-ion of Western Europe is a triptych, ach panel informing the others: First, Jorth Africa; then, Italy; and finally ie invasion of Normandy and the ubsequent campaigns across France, ie Low Countries, and Germany." 'his insight shaped his work for more ian a decade, producing three bril-ant volumes. *An Army at Dawn* de-cribes the war in North Africa and von a Pulitzer Prize. *The Day of Battle* overs the war in Sicily and Italy. *The Guns at Last Light*, the third book in ie series, continues the action from Jormandy to V-E Day. Each volume s characterized by superb research nd fine writing. The high standard et in the prologue to the first volume arries through the epilogue to the ast.

Atkinson's mastery of his sources is ne of the book's more appealing char-cteristics. He relies largely on official locuments, letters, diaries, contempo-ary journalism and secondary sources o provide useful, interesting and com-elling detail without hampering the low of the narrative. This helps the eader identify with the challenges fac-ng senior leaders without losing track f the courage and sacrifices of soldiers t the front. The framework is chrono-ogical, and the U.S. Army is the cen-erpiece of the action.

Atkinson served as an embedded ournalist with combat units in Opera-ions Desert Storm and Iraqi Freedom, so he is able to address the realities of modern warfare candidly. Reflecting on one successful Allied operation, he writes, "Rarely in war did success and sorrow exclude one another from the battlefield." This sentiment will resonate with any veteran. His trilogy begins where most Army staff rides end—in a military cemetery—and he never overlooks the cost of victory.



He does not, however, measure that cost solely in the blood of soldiers. He reminds us that the strain of decision making in a long, intense war places immense burdens on leaders at every level as they struggle to achieve decisive results with minimal loss of blood and treasure. We see this most clearly in the senior Army leaders who are on the team throughout the trilogy, especially Generals Dwight D. Eisenhower, George S. Patton Jr. and Omar Bradley, but also leaders in the 1st Infantry Division and other units.

Atkinson is sympathetic to Eisenhower and his 'broad front' operational concept, writing:

> He would never be a Great Captain, and perhaps his war had grown too big for such an archaic figure. Eisenhower was romantic enough to regret this failing: a lifelong admirer of Hannibal, he privately hoped that a double envelopment of the Ruhr would echo the Carthaginian destruction of the Romans at Cannae. He had long recognized that his task was not to be a field marshal, but rather to orchestrate a fractious multinational coalition, to be 'chairman of the board'—the phrase was his—of the largest martial enterprise on earth.

Much later in the book, writing about the ultimate success in closing the Ruhr pocket after many disagreements with Field Marshal Bernard L. Montgomery, Atkinson might have reflected on that hoped-for Cannae. He noted that the encirclement yielded 323,000 prisoners of war—more than taken at the attacks on Stalingrad or Tunis. Decisive results that could be achieved in one day in the third century B.C. might be months or years in the making by the 20th century—especially if a great nation went to war with an Army that had wasted away to nearly nothing after its last big battles. The entire trilogy is the story of building, leading, employing and sustaining that Army.

Numbers make up an important dimension of that story—soldiers, supplies, tanks, artillery pieces and so on. Such numbers are offered at appropriate intervals, helping the reader understand the magnitude of the endeavor. When logistical problems impeded offensive operations—as they did after the race across France—Atkinson provides a crisp overview of the shortfalls and the reasons for the crisis, which sets the stage for a discussion of the implications. In this volume, most of the implications are addressed through inconclusive and potentially divisive dis-

cussions between Montgomery, who believed he could produce decisive results if all resources were at his disposal, and Eisenhower, who sincerely believed he must keep the entire front moving until reaching the Rhine River.

Neither operational concept could have been supported if strategic decision makers were not doing all they could to support the theater. That effort is dramatically depicted in the accounts of the meetings of Churchill and Roosevelt on the island of Malta and their meeting with Stalin at Yalta. Few histories have done justice to Marshall's fierce defense of American strategy (and Eisenhower as its principal agent) at the Malta meeting, so Atkinson's powerful account of that incident is one of the real strengths of the book.

The high-level drama never overshadows the importance of decisive results on the front lines. Starting with D-Day at Normandy, the most catalyzing actions are depicted. The tough fight through the *bocage*, the struggle to take the badly needed port at Cherbourg, the Cobra breakout, the battle of Mortain, the race across France, the Mons pocket, Market Garden, and the fights at Aachen and the Hürtgen Forest are all addressed. The link-up with the Dragoon forces that stretched the front all the way to the Alps is added at the appropriate place. This sets the stage for excellent treatment of the Battle of the Bulge, Operation *Nordwind*, and the reduction of the Colmar pocket. The Bridge at Remagen and the other Rhine crossings set the stage for the reduction of the Ruhr, the drive across Germany, and the link-up with the Red Army. The courage and self-sacrifice of soldiers are consistently stressed, but this is tempered by considerations of criminal actions that, unfortunately, accompany armed forces as they descend upon foreign soil. Atkinson's thoughtful analysis of the actions—and inactions—of leaders in a democracy's Army confronted by such actions are relevant to today's leaders.

The real strength of the book is not in such details but in its majestic sweep. The essence of that majesty is perhap best captured by this quotation of quotation:

> Affixed to a wall in Montgomery's caravan, amid the photos of Rommel and Rundstedt and the field marshal himself, was a copy of Sir Francis Drake's meditation before his attack on Cádiz in 1587. "There must be a beginning of any great matter," Drake had written, "but the continuing unto the end until it is thoroughly finished yields the true glory." So too in this great matter, this struggle for civilization itself.

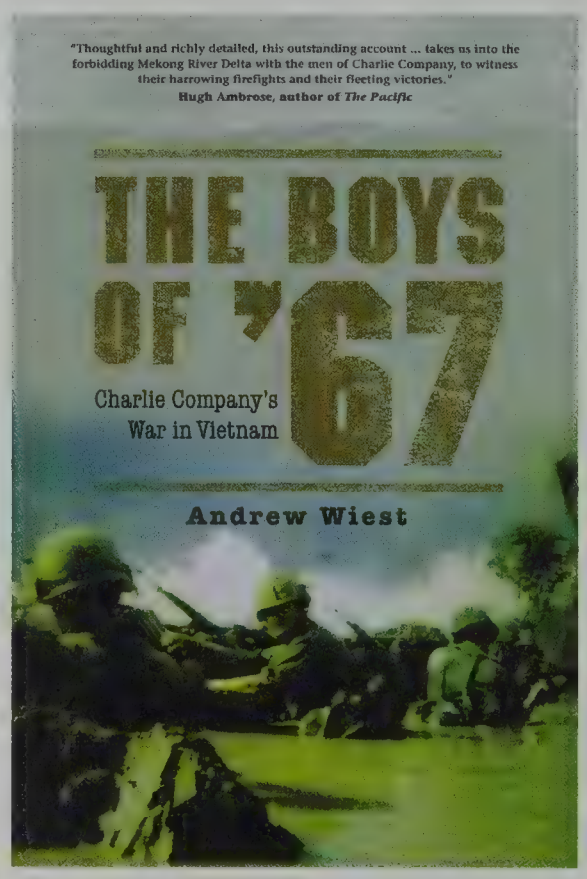
Atkinson has told the story of th U.S. Army in the European Theate from the beginning to the end of it "Crusade in Europe."

***BG Harold W. Nelson**, USA Ret., is a for mer U.S. Army Chief of Military His tory. He has served on the faculties of th U.S. Military Academy, the U.S. Arm Command and General Staff Colleg and the U.S. Army War College.*

A 'Band of Brothers' in Vietnam

The Boys of '67: Charlie Company's War in Vietnam. *Andrew Wiest. Osprey Publishing. 376 pages; photographs; maps; bibliography; index; glossary; $25.95. Publisher's website: www.ospreypublishing.com.*

By COL Cole C. Kingseed
U.S. Army retired



The Vietnam War continues to haunt the generation of Americans who came of age during the 1960s. In *The Boys of '67: Charlie Company's War in Vietnam*, historian Andrew Wiest tells the extraordinary tale of the soldiers of Charlie Company, 4th Battalion, 47th Infantry Regiment, 9th Infantry Division, in Vietnam during 1967. Wiest views Charlie Company as unique in the annals of the U.S. Army because its "experience of being drafted, thrown together, and trained for war hearkened back to the very heart of the American military tradition, a tradition that came to an end in Vietnam." Such cohesion created a bond of brotherhood reminiscent of World War II's Easy Company, 506th Parachute Infantry Regiment, feature in the popular HBO miniseries "Ban of Brothers."

Wiest is a professor of history at th University of Southern Mississippi an founding director of the Center for th Study of War and Society. A former vis iting senior lecturer at the Royal Mili tary Academy Sandhurst, England, an a visiting professor in the Departmen of Warfighting Strategy in the U.S. Ai Force Air War College, Wiest is the au thor of several other books, includin *Vietnam's Forgotten Army: Heroism an Betrayal in the ARVN* and *America an the Vietnam War*. In writing *The Boys o '67*, Wiest consulted a wide variety o archival sources. He also interviewe 61 officers and men who served wit Charlie Company, including both of th company's commanders, the firs sergeant and two of the original fou platoon leaders.

Despite Wiest's claim that Charli Company held a unique position i

merican military history, evidence ggests that the company accurately presented the U.S. Army that deoyed to Vietnam in 1966. Almost ery man in Charlie Company was a aftee, and 90 percent of them were 22 ars old or younger. The racial compoion of Charlie Company was also presentative of the American military the 1960s—68 percent of the unit was hite, 15 percent was black and 13 pernt was Hispanic. The socioeconomic ckground included 2 percent who aimed a privileged or upper-class ckground, and 31 percent who were embers of the middle class. Twenty-e percent of the unit identified themlves as lower middle class, while 42 rcent came from poor families.

After training at Fort Riley, Kan., harlie Company deployed to Vietam in February 1967. Charlie Comany's war zone included the Mekong elta, which they patrolled as part of e Mobile Riverine Force—a mix of ver-borne naval and infantry power signed to wrest control of the popuus region from the Viet Cong. Within x months of arrival in Vietnam, only) of the original 160 soldiers reained. Casualties and intra-divionals transfers transformed the oneme family of brothers into "a unit of ear strangers that more typifie[d] the ominant public perception of Ameriin units in Vietnam."

Following its tour of duty in Viet-. nam, Charlie Company "no longer onsisted of a brotherhood of draftees iat hearkened back to America's ast" but instead resembled a "mixed oup of veterans, draftees, new guys, id lifers." Wiest makes his greatest ontribution to understanding the merican soldier by exploring this ansformation.

Charlie Company experienced its ghest casualty rate on June 19, 1967—he day everything changed." The ilitary Assistance Command, Vietam, received intelligence that the 5th ha Be Main Force Viet Cong Battalon had retreated to an area near the llage of Can Giouc, south of Saigon, recuperate from a recent battle. harlie Company deployed as part of a larger riverine force to eradicate the Viet Cong, but they soon encountered a battalion of the enemy, who had heavily fortified the narrow waterways. In the ensuing battle, Charlie Company suffered 10 soldiers killed and more than 40 wounded. With a 90 percent casualty rate, Charlie's sister company, Alpha Company, was virtually annihilated. Senior headquarters labeled the Battle of Can Giouc—also known as Ap Bac II—a great success, but Charlie Company's survivors remained doubtful.

Such a devastating battle, clearly reminiscent of numerous engagements during the Vietnam War, fundamentally changed Charlie Company. In response to adversity and death, the members of the core group that had trained together at Fort Riley redoubled their commitment to each other. More importantly, Charlie Company had been tested by fire and ultimately measured up.

Charlie Company's war ended with a fizzle in mid-November 1967. There was no decisive end to their tour in Vietnam, no seizure of an enemy fortress, no final victory. "The draftees of May 1966 would leave Vietnam with the job unfinished, with nothing to show but memories of war, departed friends, and enduring questions." They reunited in Las Vegas in 1989 and continued to do so for years afterward. For all soldiers, reunions are cathartic. Charlie Company's reunions were no exception.

In the final analysis, this book is a superb story of a U.S. Army company in combat. As with Marine Lt. Phil Caputo's memoir *A Rumor of War, The Boys of '67* is simply a story about war, the things men do in war and the things war does to them. The saga of the American soldier remains an important story that deserves to be told. Readers are in Wiest's debt for making Charlie Company's story accessible to the American public.

***COL Cole C. Kingseed**, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.*



What in hell is "Twitter"?

Varied Fare

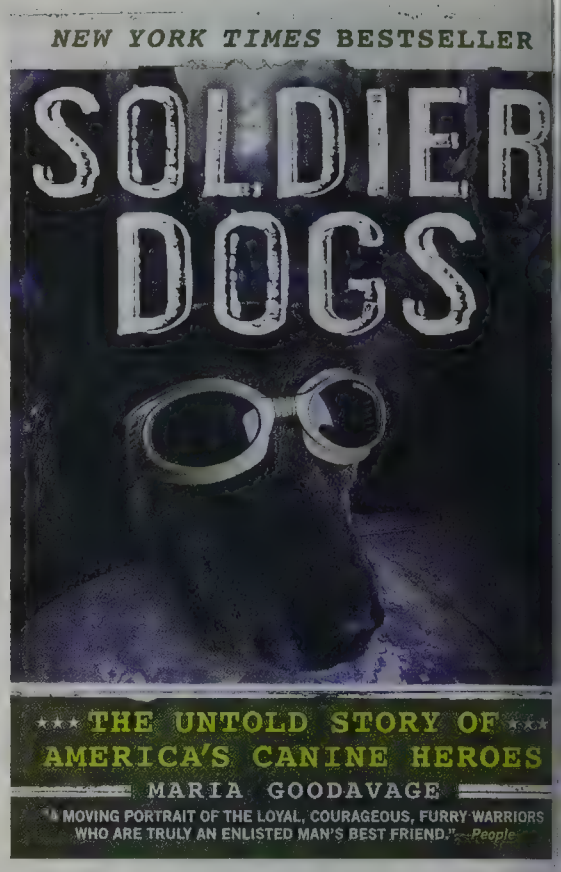
Soldier Dogs: The Untold Story of America's Canine Heroes. *Maria Goodavage. New American Library. 293 pages; color photographs; notes; $16. Publisher's website: www.us.penguingroup.com.*

Maria Goodavage's *Soldier Dogs* offers a unique window into the world of military working dogs and their handlers, with whom they train, work and live. She explains the process through which the military acquires its working dogs, the different degrees of training to which the dogs are exposed, and how they use their training when they are called upon to serve.

Goodavage, a news editor and featured writer at Dogster.com, formerly served as a correspondent for *USA Today* and the *San Francisco Chronicle*. She conducted a number of interviews with various men and women responsible for handling military working dogs—not only stateside in training facilities, but also overseas in theater. Goodavage also relies on veterinarians and trainers to provide medical and psychological contexts, respectively. A significant portion of the book provides a historical context for military working dogs, which have been used in military operations since World War I. Her endnotes reflect extensive research on this subject.

Perhaps the most notable aspect of this book is the number of misconceptions and little-known facts it brings to light. For example, "war dogs" come in all shapes and sizes, from the stereotypical German shepherd to the diminutive Jack Russell terrier. Not all war dogs are domestic, either. In fact, some come from as far away as Europe. Interviews with military personnel in charge of overseeing the acquisition processes indicate that there is a comprehensive set of traits one must look for in selecting a prospective military working dog.

In spite of the in-depth selection process, not all dogs pass muster when it comes time to train. Training varies according to a dog's intended mission,



so those who do not take well to certai types of training are not always rejecte For example, not all working dogs a deployed; some are used as trainin aides, while others take on the role therapy dogs.

It is also of particular interest th DoD still considers its dogs as equip ment. Despite that fact, handlers mai tain that the dogs' official classificatio does not stand in the way of forging markably close ties with them. Histor cally speaking, deployed dogs were n always treated as such. For exampl many dogs used in the Vietnam W were left behind or even euthanize once combat operations were su pended.

Today, nearly all dogs return hom with their handlers, many of who choose to adopt their dogs, thus sealin the bonds formed in training and/ combat.

Soldier Dogs appeals to military e thusiasts and animal lovers. The boo does a fine job of honoring America canine heroes, whose paws will surel remain on the ground for years to com

—Tom Spinc



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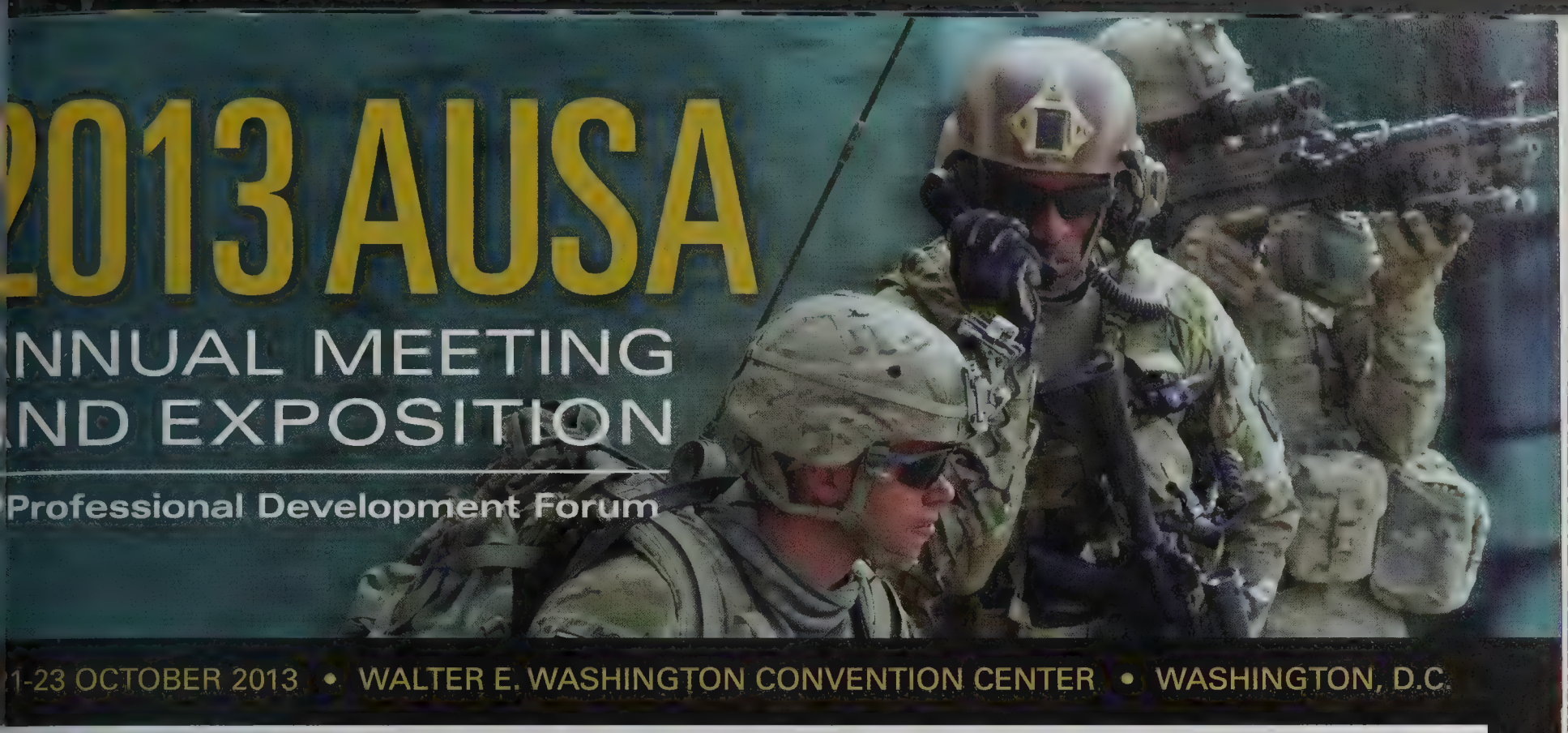
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MEMORIAL DAY 2013



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Joe Mantegna has been a leading figure in the production of the annual Memorial Day Concert, held on the grounds of the U.S. Capitol since 2001, and has hosted or co-hosted the event for many years. This year's event in Washington, D.C., is scheduled for 8–9:30 P.M. on Sunday, May 26, and will be televised live on Public Broadcasting Service.

A military supporter and highly acclaimed actor, Mr. Mantegna recently was named official spokesman for the National Army Museum by the Army Historical Foundation. A story about Mr. Mantegna's contributions will appear in next month's issue.

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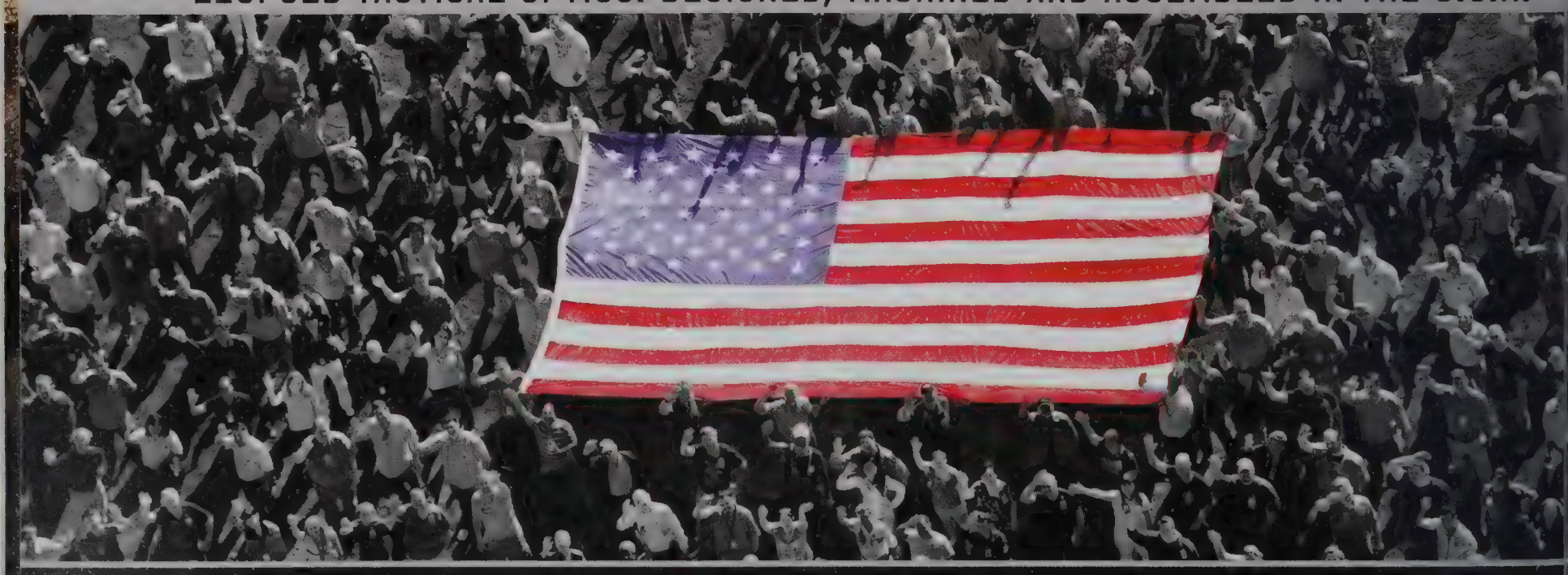


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MAGAZINE

June 2013
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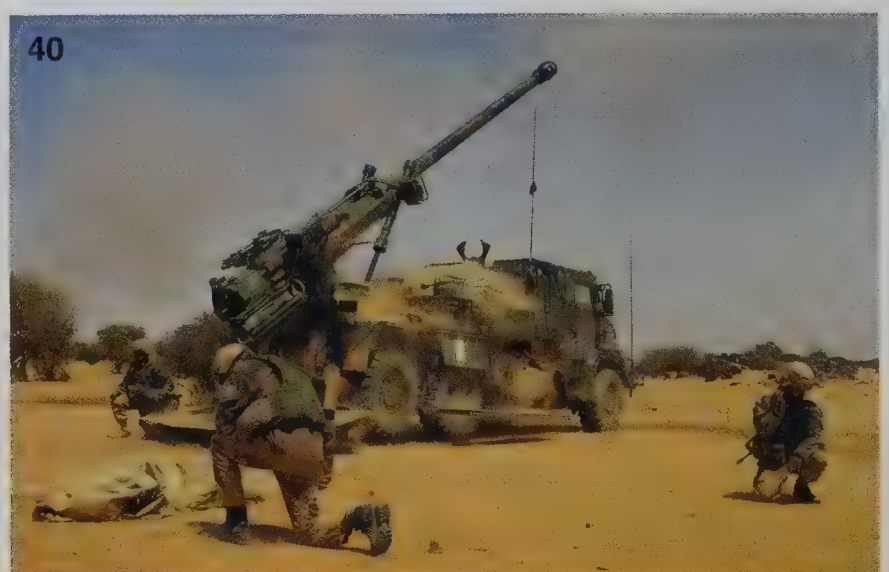
Nett Warrior: Mission Command At the Tactical Edge
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With NIE 13.2, Mission Command Continues to Evolve and Expand
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Letters

The First Revolution in UAS

■ The May issue of ARMY Magazine included an article by LTG Michael F. Spigelmire, USA Ret., and COL Timothy Baxter, that talks about "the first revolution in UAS" ("Unmanned Aircraft Systems and the Next War").

The article correctly identifies how the Universal Ground Control Station (UGCS) and the One System Remote Video Terminal (OSRVT) simplify processing the data from unmanned aerial vehicles (UAV), as well as command and control and interoperability between platforms.

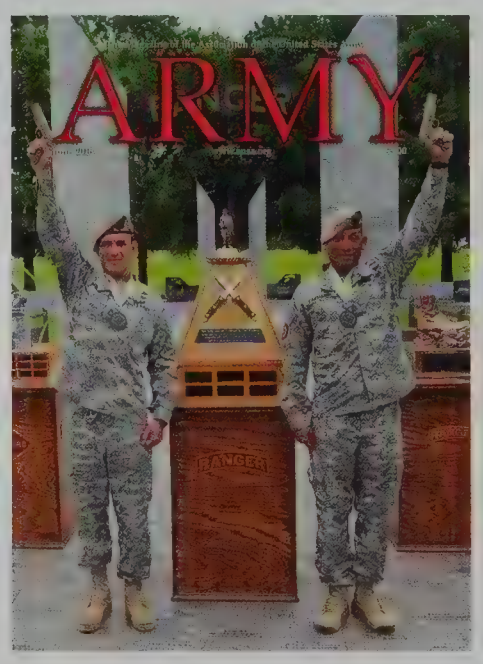
Interoperability is hard in terms of both technology and acquisitions. The software used in UAV and ground stations costs the government a significant amount of money. Currently, major-ticket acquisitions are done at the platform level, where interoperability between systems is rarely considered.

When a new UAS platform was required, it was generally treated as a complete UAS platform: a new UAV and a new ground station. This means that if the Army needed a variant of the Predator (i.e., the Gray Eagle), the prime contractors created a new ground station to control the Gray Eagle—whether or not the ground station could also be used for a Predator or vice versa. The way procurement happens is almost guaranteed to cause this outcome. The prime contractor bills ho back to the government upon build the station in question. Building a n ground station that interacts wit only one specific UAS means the c tractor will be able to bill both sets hours as well as any future hours wh the next UAS variant is requested.

The Army's UGCS and OSRVT tempted to fix this problem by requ ing a new platform ground stat without a specific UAV, then declar that all UAVs should be backward co patible, thus ensuring that the softw speaks the correct language variant the station can interoperate with UGCS and OSRVT in a common U The contract winner for these termir is able to bill hours whenever a n UAV is brought into the mix. While t is movement in the correct directio has the following problems:

■ The software data interchang still owned by the prime contractor. new UAV is to be added, the prime v still be able to bill hours. If the U comes from one vendor, the UGCS fr another and the OSRVT from a th then licensing fees will need to be p and billed back to the Army.

■ If a third ground station variar requested, suitable for use in the sp between the UGCS (use-specific v cle) and the OSRVT (handheld), contract would be awarded to a pri



This Month's Cover

SFC Timothy S. Briggs and SFC Raymond M. Santiago, representing the Range Training Brigade, Fort Benning, Ga., wor the 2013 David E. Grange Jr. Best Range Competition in April at Fort Benning. O 49 teams that started the grueling 60-hou event, 24 finished. Competition challenge included a 17-mile road march, a para chute jump, water confidence test, stres shooting and navigation courses. This "Ranger Olympics" has standards of per formances that significantly exceed thos required of the average soldier. *(Cover pho tograph by U.S. Army/ Patrick Albright)*



ntractor. This contractor would bill ours for the new ground station vari- t but also for linking all existing UAS rframes. Hooking in the existing AVs will probably require an inordi- te amount of extra work because the ata interchange language variant for e new ground station would be de- gned by the vendor to be sufficiently fferent from the existing UGCS or SRVT.

The second potential revolution that e article describes is ongoing, part of hich involves fixing the acquisition rocess that results in extra billed ours. DoD is currently working on rograms like UCS (UAV Common round Station) and FACE (Future irborne Capabilities Environment), hich would change the paradigm by aving the government own the com- unication language. The varieties of ata, the message set and the underly- ng logic will be standardized, thus uaranteeing semantic interoperability. emantic interoperability of tools and apabilities allows compatibility be- ween platforms.

New UAVs and ground stations will e configured to recognize UCS and ACE out of the box. Because the gov- rnment owns the language, it can re- uest that one vendor's UAV be inter- perable with another vendor's ground tation out of the box during the acqui- ition process.

There are many additional benefits o the new method. The Army can de- ide that a given ground station is in- ufficient for use in a given case and ut out a proposal for something that its better. Because they are specifying a ew ground station, any company—whether a prime contractor or a disadvantaged small business with new ideas—can bid on the proposal. Small, innovative companies with ideas for new UAVs don't have to supply complete systems, and their business risk is lower as a result.

Also, because the language and message set are universal, third-party applications can be used to create unplanned-for capabilities using existing tools with better algorithms for route planning; platooning multiple UAVs in order to generate real-time, 3-D terrain models of object and building placement; and manned/unmanned platooning of UAVs with ground elements. The cost savings will be significant.

RICHARD WILLIAMSON
San Carlos, CA

Gender Makes a Difference

■ As the spouse of a deployed career soldier, I would argue that the very fact that CPT Jared Graham felt compelled to write a letter ("On Veterans—Revisited," "Letters," May) in response to MSG Tanya R. Whitney's letter, stating that she had "chosen to find an issue where there is none," proves that this is an issue.

The gender of nouns and pronouns makes a difference. It is, thankfully, unthinkable to use racially exclusive language in today's Army. Why, then, is it still acceptable to use gender-exclusive language? This isn't about being politically correct; it's about doing what's right.

If we, as the good captain suggests, are going to build "a truly cohesive Army," then all of our words and actions must be inclusive and representative of that Army.

SFC DOUGLAS MALLARY
Santa Fe, N.M.

ARMY Magazine welcomes letters to the editor. Short letters are more likely to be published, and all letters may be edited for reasons of style, accuracy or space limitations. Letters should be exclusive to ARMY Magazine. All letters must include the writer's full name, address and daytime telephone number. The volume of letters we receive makes individual acknowledgment impossible. Please send letters to The Editor, ARMY Magazine, AUSA, 2425 Wilson Blvd., Arlington, VA 22201. Letters may also be faxed to (703) 841-3505 or sent via e-mail to armymag@ausa.org.

Pork Chop Hill

■ I served with the 17th Infantry Regimental Tank Company from April to July 1953 as a young shavetail and was responsible for the resupply and evacuation of Pork Chop Hill. While most of William Russell's article was exhaustive ("Pork Chop Hill: Where Courage Reigned," April), I take exception to his lack of coverage of the final push by the Chicom (Chinese Communists) in July. We lost hundreds of infantry soldiers during that last four-day effort, in which I was completely immersed. Knowing the extent of our losses, I found it disturbing to see that aspect of his coverage of Pork Chop Hill history relegated to a paragraph and one photograph.

LTC RAYMOND A. DEVEREAUX, USA RET.
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Washington Report

Sacrificing Readiness by Cutting the Army's Budge

Chief of Staff of the Army GEN Raymond T. Odierno testified before Congress in April regarding the Army's fiscal year (FY) 2014 budget request. He summarized the drastic actions the Army has taken to meet the FY 2013 shortfall and explained how the new base budget submission fails to address the "decaying readiness that will impact the Army as we enter 2014."

To curb spending this year, the Army has already cut training for 80 percent of the force, cancelled six brigade maneuver combat training center rotations, cut 37,000 flying hours, started termination of 3,100 temporary employees, cancelled third- and fourth-quarter depot maintenance, and announced impending furloughs of its civilian employees. "The cost of these actions is clear," GEN Odierno said. "We are sacrificing readiness to achieve reductions."

Sequestration—the automatic, across-the-board cuts mandated by Congress—further degrades Army readiness. "The size and steepness of the cuts," GEN Odierno said, "make it impossible to downsize the force in a deliberate, logical manner that allows us to sustain an appropriate balance of readiness, modernization and end strength." In response to a specific question about the Army's future, he said, "We'd have significant issues meeting anything more than one contingency—if we can meet even one contingency. … We're not as ready as we were in 2001."

The $129.7 billion FY 2014 budget is about $5 billion less than requested in FY 2013. It allots about 44 percent, or $56.6 billion, for military personnel; about 18 percent, or $23.9 billion, for procurement research, development, testing, and engineering; and about 35 percent, or $45.5 billion, for operations and maintenance—about $1.54 billion less than in FY 2013. The request increases basic allowance for housing by 3.9 percent and basic allowance for subsistence by 3.4 percent. It provides a military pay raise of only one percent and contains no funding for overseas contingency operations. In addition, the request proposes changes in the military health-care program: for example, increasing TRICARE Prime enrollment fees, imposing new enrollment fees and higher annual deductibles for TRICARE Standard and Extra, and raising TRICARE Prime office visit co-pays.

It is evident that the Army and Congress have conflicting priorities. Among them, the Army insists that a round of base realignment and closure for FY 2015 is necessary in view of the upcoming force structure reduction to 490,000 in 2017. There appears to be little support in Congress, which must approve the decision. Historically, lawmakers have fought to keep bases open because they raise income and provide jobs to voters. In addition, the Army planned to stop buying Abrams tanks until 2017, but for the past two years, Congress has devoted nearly half a billion taxpayer dollars to build improved versions, which the Army says it does not need. The Army would prefer to use t money elsewhere, but producing the tanks brings politi benefits to the table in that the process helps create mor and jobs. The stage is set for continued conflict.

DWM Cancelled, Replaced. The Distinguished Warf Medal, designed to recognize servicemembers such as berwarriors and drone pilots who directly affect com operations without being present, has been cancelled, S retary of Defense Chuck Hagel announced in April. It w be replaced with a distinguishing device that can be fixed to existing medals.

Then-Secretary of Defense Leon E. Panetta announ the creation of the medal in February along with its or of precedence, which was directly below the Distinguish Service Cross and just above the Bronze Star. Veterans' ganizations, members of Congress and other stakehold immediately criticized the medal's placement above th awarded for valor and courage under fire. Secretary Ha soon after being sworn in, asked GEN Martin E. Demp Chairman of the Joint Chiefs of Staff, to lead a review the medal.

Secretary Hagel accepted the resulting recommendat to create a distinguishing device that can be affixed to isting medals, as opposed to an entirely new medal. He quested that the Joint Chiefs, with input from the serv secretaries, senior enlisted leaders and veterans, pres the final award criteria and other specifics of the new vice for final approval by mid-July.

Changes to UCMJ Proposed. Reacting to public outcr the dismissal of a U.S. Air Force officer's court-martial c viction in an aggravated sexual assault case, Secretary Defense Chuck Hagel in April proposed that Article 60 the Uniform Code of Military Justice (UCMJ) be amend Article 60 allows convening authorities to overturn v dicts or reduce sentences following a court-martial. C gress must approve any changes.

Secretary Hagel requested a review of the UCMJ March. Upon its completion, he announced that he is recting the Office of General Counsel to prepare legislat for Congress to make two changes to Article 60. The f change would eliminate the convening authority's po to change the findings of a court-martial, except for cert minor offenses that would not ordinarily warrant suc trial. Defendants convicted of major crimes would ret their right to appeal. The second change would require convening authority to explain in writing any chan made to court-martial sentences.

Secretary Hagel said the amendments have the full s port of the Joint Chiefs of Staff and service secretaries.





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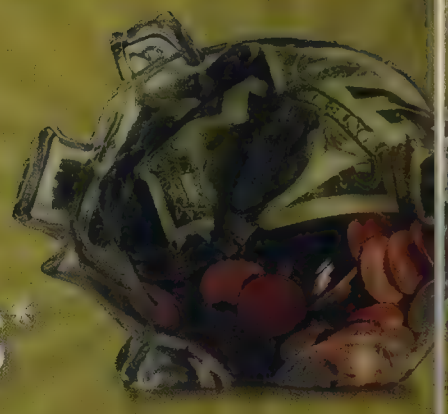
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News Call

Afghanistan Update

A critical period for U.S. troops and Afghan security forces began in Afghanistan in late April when the Taliban announced the start of the fighting season there. The insurgents threatened that their annual spring offensive will include more "insider attacks" and "special military tactics" targeting international air bases and diplomatic buildings.

LTG James L. Terry, then-commander of NATO's International Security Assistance Force (ISAF) Joint Command and the U.S. Army's V Corps, said this summer will be a critical juncture for Afghan National Security Forces, which have been taking increasing responsibility for security. According to ISAF, they now lead 80 percent of all conventional operations. A veteran of three tours in Afghanistan, LTG Terry said he would make no predictions about the future there.

DoD figures indicate that violence is up in Afghanistan, but LTG Terry noted that coalition statistics show the violence has moved out of urban areas and is now concentrated in a very few rural areas.

"The majority of the population experiences less than 20 percent of the violence out there," he said. More than 40 percent of all enemy attacks, according to ISAF, occur in just 10 districts, most of which are in the northern reaches of Helmand Province and western Kandahar Province, both in southern Afghanistan.

Within days of the Taliban's announcement of the start of fighting, a roadside bomb in Kandahar killed three civilians and wounded another three, and an improvised explosive device killed three NATO troops in the south.

As the Army scrambles to fund operations under sequestration's forced spending cuts and a proposed new budget calls for more efficiencies, the service has managed to head off one threat—extended tours in Afghanistan. Army Chief of Staff GEN Raymond T. Odierno told Congress in March that budget cuts might result in a decrease of training readiness that would necessitate increased tour length, but cuts elsewhere in the Army's budget have prevented that from happening. "Difficult decisions," said GEN Odierno—among them the implementation of civilian furloughs—have eliminated the possibility that soldiers now serving in Operation Enduring Freedom might have to stay longer than planned.

1AD Troops Deploy to Jordan. An element of the 1st Armored Division (1AD) Headquarters at Fort Bliss, Texas, will deploy to Jordan to help the Jordanian military deal with consequences of the ongoing conflict in neighboring Syria, Secretary of Defense Chuck Hagel announced in April. MG Dana J.H. Pittard, 1AD commander, said about 110 soldiers will deploy from Fort Bliss, along with liaison officers and other augmentees that increase the deploying element's size to 200. Deployment is expected to last six months. Members of the element are expected to rotate during the yearlong mission. They will be led by MG Wayne Grigsby Jr., deputy division commander for operations.

The element will assist a small U.S. military team that has been working alongside Jordanian armed forces since last year. The work includes planning related to chemical weapons and preventing violence from spilling across the country's border. The headquarters team will provide assistance "in everything from humanitarian assistance to stability [operations]," said MG Pittard, and will help prepare for a number of scenarios. Its operational role is expected to be "very, very limited," but the element is prepared to expand its mission and scale as necessary.

Army Supports THAAD. Soldiers of the 32nd Army Air and Missile Defense Command (AAMDC) out of Fort Bliss, Texas, began deploying in April to operate and support a U.S. Terminal High Altitude Area Defense (THAAD) system on the island of Guam. Secretary of Defense Chuck Hagel called for the deployment of the soldiers and THAAD to help guard against potential threats to the U.S. military base on Guam as well as Hawaii, the U.S. West Coast and South Korea, as North Korean rhetoric grew increasingly belligerent.

THAAD is a land-based missile system that can shoot down missiles traveling inside and outside the atmosphere. The system consists of a truck-mounted launcher, an interceptor missile, tracking radar and an integrated firing system. The Army has two operational THAAD units, both of which are stationed at Fort Bliss. A third has been activated, and training will begin this year. The mission to Guam is the first time the system has been deployed in an actual operation rather than a test.

More than 100 members of Alpha Battery, 4th Air Defense Artillery Regiment (THAAD), 11th Air Defense Brigade, of the 32nd AAMDC, deployed to staff the system.

Upcoming Deployments. In April, the Pentagon announced that four major units will deploy this summer as forces rotate in Afghanistan. The scheduled rotation involves one cavalry regiment with roughly 3,000 personnel; one armored brigade combat team (ABCT) with some 3,200 personnel; one infantry brigade combat team (IBCT) with about 2,200 personnel; and an infantry division headquarters with roughly 450 personnel. The deploying units are:

- 2nd Cavalry Regiment, Vilseck, Germany.



DoD/Erin A. Kirk-Cuomo

Defense Secretary Chuck Hagel, far left, applauds during a ceremony to posthumously induct Medal of Honor recipient Army Chaplain (CPT) Emil Kapaun into the Hall of Heroes at the Pentagon in April. Ray Kapaun, the chaplain's nephew, center, represented his uncle, who helped and inspired his fellow captives until he died in a POW camp during the Korean War. Secretary of the Army John M. McHugh, second from left; Army Chief of Staff GEN Raymond T. Odierno, second from right; and SMA Raymond F. Chandler III, far right, participated in the ceremony, which several of CPT Kapaun's fellow prisoners attended.

■ 2nd ABCT, 1st Cavalry Division, Fort Hood, Texas.

■ 3rd IBCT, 1st Infantry Division, Fort Knox, Ky.

■ 4th Infantry Division Headquarters, Fort Carson, Colo.

DoD will continue to announce upcoming major deployments as they are approved.

ARNG at Boston Bombing. Army National Guard soldiers provided critical and experienced aid after the April 15 bombings at the Boston Marathon killed three people and wounded more than 260 others.

Several Massachusetts Army National Guard soldiers, who marched in the marathon in full uniform and with gear to honor their comrades and raise money for charity, were approaching the finish line as the bombs detonated. Television footage showed them rushing directly toward the blast site to clear debris, tearing down barriers separating runners from spectators so medical personnel could reach the wounded. The two explosions and the injuries they caused reminded some of the soldiers of improvised explosive device blasts during their combat tours. Other soldiers, about six miles away when the bombs exploded, immediately contacted the Boston Police Department to offer their help. Some deployed to ensure order, while others secured the thousands of personal belongings littering streets and sidewalks that would be sifted for evidence. Another group of National Guard troops near the finish line set up a joint incident site communities capability that provided computer and telephone access to emergency responders.

By the day after the bombing, more than 1,000 Massachusetts National Guard personnel were on duty. Members of an elite anti-terror unit, the 24th National Guard Weapons of Mass Destruction Civil Support Team (WM CST) out of Fort Hamilton, N.Y., ployed to Boston to help in the rec ery effort. That unit and anot National Guard crisis unit, the 4 WMD-CST, Clearwater, Fla., had b slated to be dismantled as a result looming budget cuts. Soon after bombing at the marathon, that de sion was reversed, and both units continue to be funded.

Korean War Hero Returned. Sixty-t years after Medal of Honor recipi LTC Don C. Faith Jr. died leading men near the Chosin Reservoir dur the Korean War, he was buried at lington National Cemetery, Va., April. In June 1951, President Harry Truman posthumously awarded L Faith the Medal of Honor for his "



standing gallantry and noble self-sa fice," but he lay in an unmarked m grave in North Korea until 2004.

Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed supporting Oper ation Enduring Freedom from April 1 to April 30, 2013. All names have been released through the Department of Defense; families have beer notified.

PFC Barrett L. Austin, 20
CPT Aaron R. Blanchard, 32
1LT Robert J. Hess, 26
CWO Curtis S. Reagan, 43
SPC Wilbel A. Robles-Santa, 25
CWO Matthew P. Ruffner, 34
SPC Deflin M. Santos Jr., 24
SSG Christopher M. Ward, 24
CWO Jarett M. Yoder, 26

LTC Faith received his commission February 1942, was assigned to the 2nd Airborne Division, and served in ıe North Africa campaign and Eu-ıpe. He earned two Bronze Stars during World War II and was subsequently stationed with the 7th Infantry Division as part of the U.S. occupying force in Japan. When U.S. troops were shipped to South Korea after North Korea invaded in June 1950, he served as commander of the 1st Battalion, 32nd Infantry Regiment.

Some of the bloodiest fighting of the Korean War took place over the course

GENERAL OFFICER CHANGES*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*



GEN D.B. Allyn from CG, XVIII Airborne Corps and Fort Bragg, Fort Bragg, N.C., to CG, FORSCOM, Fort Bragg.



LTG J.L. Terry from Cmdr., IJC/Dep. Cmdr., USF-A, OEF, Afghanistan, to CG, USARCENT/Third Army, Shaw AFB, S.C.



LTG P.L. Wiggins from CG, First Army Div. West, Fort Hood, Texas, to CG, U.S. Army North/Fifth U.S. Army, Fort Sam Houston-JB San Antonio, Texas.



MG P.M. Higgins from Dir., JIAMDO, J-8, Jt. Staff, Arlington, Va., to Dep. Dir., JIEDDO, Arlington.



MG K.G. O'Connell from CG, JM&L LCMC/JMC, Rock Island Arsenal, Ill., to DCS, G-4, FORSCOM, Fort Bragg.



MG J.R. O'Connor from Dep. CoS, G-4, FORSCOM, Fort Bragg, to CG, 21st TSC, USAREUR and Seventh Army, Germany.



MG J.W. Peabody from CG, USACE, Mississippi Valley Div., Vicksburg, Miss., to Dep. CG for Civil and Emergency Ops., USACE, Washington, D.C.



MG A.F. Piggee from CG, 21st TSC, USAREUR and Seventh Army, Germany, to Dir., J-4, CENTCOM, MacDill AFB, Fla.



MG D.G. Sienko, USAR, from Cmdr., 3rd MC, Forest Park, Ga., to CG, USAPHC, Aberdeen Proving Ground, Md.

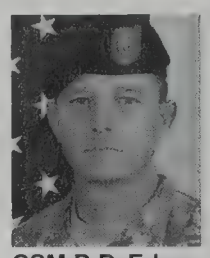


MG N.Y. West from DCS for Spt., MEDCOM, Falls Church, Va., to Jt. Staff Surgeon, Jt. Staff, Washington, D.C.

Brigadier Generals: C.S. Ballard from Dir., ACOIC/G-3, Second Army/ARCYBER, Fort Belvoir, Va., to DCS, Intelligence, HQ, IJC, OEF, Afghanistan; **N.V. Coots** from SG, USF-A/Medical Advisor, IJC, OEF, Afghanistan, to Asst. SG for Force Projection, OSG, USA, Washington, D.C.; **G.T. Cosentino** from Dep. Dir. for Politico-Military Affairs (Middle East), J-5, Jt. Staff, Washington, D.C., to Cmdt., NWC, NDU, Washington, D.C.; **E.M. Daly** from Cmdt., USA Ordnance School, SCoE, Fort Lee, Va., to Dep. Cmdr., 1st TSC, OEF, Afghanistan; **P.A. DeLuca** from Cmdt., USAES, MSCoE, Fort Leonard Wood, Mo., to CG, USACE, Mississippi Valley Div., Vicksburg, Miss.; **E.F. Dorman III** from Dir. for Logistics Ops. and Readiness, ODCS, G-4, USA, Washington, D.C., to Asst. DCS, G-4, USA, USAJFKSWCS, Washington, D.C.; **D.G. Fox** from Spec. Asst. to the CG, USASOC, Fort Bragg, to Dep. CG, USAJFKSWCS, Fort Bragg; **K.K. French** from CG, 3rd ESC, Fort Knox, Ky., to CG, JM&L LCMC/JMC, Rock Island Arsenal, Ill.; **A.C. Funkhouser** from CG, USACE, Northwestern Div., Portland, Ore., to Cmdt., USAES, MSCoE, Fort Leonard Wood; **M.W. Gillette**, from Sr. Defense Official/Defense Attaché-Cambodia, U.S. DIA, Cambodia, to Defense Attaché-China, U.S. DIA, China; **J.P. Harrington** from Exec. Asst. to the Chairman of the JCS, Washington, D.C., to Dep. Cmdr., 1st Armored Div., Fort Bliss, Texas; **B.R. Holcomb** from Cmdr., LRMC, USAREUR and Seventh Army, Germany, to Cmd. Surgeon, FORSCOM, Fort Bragg; **T.A. Horlander** from Spec. Asst. to the Dir., OBT, OUSA, Washington, D.C., to Dir., Business Ops., OBT, OUSA, Washington, D.C.; **H.L. Huntley** from Dep. CG, USAREC, Fort Knox, Ky., to Dir., HRPD, ODCS, G-1, USA, Arlington; **M.S. Inch** from Cmdt., USAMPS, MSCoE, Fort Leonard Wood, to Dep. CG, Detainee Ops., CJITF-435, OEF, Afghanistan; **P.M. Nakasone** from DCS, Intelligence, IJC, OEF, Afghanistan, to Dir., ACOIC/G-3, Second Army/ARCYBER, Fort Belvoir; **J.L. Poppe** from Asst. SG for Force Projection, OSG, USA, Washington, D.C., to DCS for Spt., MEDCOM, Fort Sam Houston-JB San Antonio; **B.L. Price** from Dir., HRPD, ODCS, G-1, USA, Arlington, to DCS, G-1, FORSCOM, Fort Bragg; **S.A. Shapiro** from Dep. CG, 1st TSC, OEF, Afghanistan, to Cmdr., DLA Troop Spt., DLA, Philadelphia; **M.S. Spindler** from Dep. PMG/Dep. CG, CID and ACC, Washington, D.C., to Cmdt., USAMPS, MSCoE, Fort Leonard Wood; **S.P. Swindell** from Asst. Cmdr. for SOF, NTM-A/CSTC-A, to Dep. CG, 1st Infantry Div., Fort Riley, Kan.; **G. Troiano**, USAR, from Cmdr. (TPU), CSA Spt. Cmd., Fort Belvoir, to Cmdr. (TPU), MIRC, Fort Belvoir; **F.B. Walker Jr.**, from Dir. for Strategy and Integration (G-45/7), ODCS, G-4, USA, Washington, D.C., to Cmdr., 3rd ESC, Fort Knox; **M.C. Wehr** from CG, USACE, South Pacific Div., San Francisco, to Dir., Jt. Engineering Directorate, USF-A and Cmdr., Transatlantic Div. (Forward), Afghanistan.

■ ***ACC**—U.S. Army Corrections Cmd.; **ACOIC**—Army Cyber Ops. Integration Center; **AFB**—Air Force Base; **ARCYBER**—U.S. Army Cyber Cmd.; **CENTCOM**—U.S. Central Cmd.; **CG**—Commanding General; **CJITF**—Combined Jt. Interagency Task Force; **CID**—U.S. Army Criminal Investigation Cmd.; **CoS**—Chief of Staff; **CSA**—Combat Spt. Agency; **DCS**—Deputy Chief of Staff; **DIA**—Defense Intelligence Agency; **DLA**—Defense Logistics Agency; **ESC**—Sustainment Cmd. (Expeditionary); **FORSCOM**—U.S. Army Forces Cmd.; **HQ**—Headquarters; **HRPD**—Human Resources Policy Directorate; **IJC**—International Security Assistance Force Jt. Cmd.; **JB**—Jt. Base; **JCS**—Jt. Chiefs of Staff; **JIAMDO**—Jt. Integrated Air and Missile Defense Org.; **JIEDDO**—Jt. Improvised Explosive Device Defeat Org.; **JM&L LCMC**—Jt. Munitions and Lethality Life Cycle Mgmt. Cmd.; **JMC**—Jt. Munitions Cmd.; **LRMC**—Landstuhl Regional Medical Center; **MC**—Medical Cmd.; **MEDCOM**—U.S. Army Medical Cmd.; **MIRC**—Military Intelligence Readiness Cmd.; **MSCoE**—U.S. Army Maneuver Spt. Center of Excellence; **NDU**—National Defense University; **NTM-A/CSTC-A**—North Atlantic Training Mission-Afghanistan/Combined Security Transition Cmd.-Afghanistan; **NWC**—National War College; **OBT**—Office of Business Transformation; **ODCS**—Office of the Deputy Chief of Staff; **OEF**—Operation Enduring Freedom; **OSG**—Office of the Surgeon General; **OUSA**—Office of the Under Secretary of the Army; **PMG**—Provost Marshal General; **SCoE**—U.S. Army Sustainment Center of Excellence; **SG**—Surgeon General; **SOF**—Special Operations Forces; **Spt.**—Support; **TPU**—Troop Program Unit; **TSC**—Theater Sustainment Cmd.; **USA**—U.S. Army; **USACE**—U.S. Army Corps of Engineers; **USAES**—U.S. Army Engineering School; **USAJFKSWCS**—U.S. Army John F. Kennedy Special Warfare Center and School; **USAMPS**—U.S. Army Military Police School; **USAPHC**—U.S. Army Public Health Cmd.; **USAR**—U.S. Army Reserve; **USARCENT**—U.S. Army Central Cmd.; **USAREC**—U.S. Army Recruiting Cmd.; **USAREUR**—U.S. Army Europe; **USASOC**—U.S. Army Special Ops. Cmd.; **USF-A**—U.S. Forces-Afghanistan.*

COMMAND SERGEANTS MAJOR CHANGES*



CSM B.D. Edwards from 7th Special Forces Grp., (Abn), Eglin AFB, Fla., to USASFC, Fort Bragg, N.C.



CSM F. Gilliand from 1st Special Forces Grp. (Abn.), JB Lewis-McChord, Wash., to USAJFKSWCS, Fort Bragg.



CSM S.L. Gray from 501st Sustainment Bde., ROK, to QMS, Fort Lee, Va.



CSM R.C. Luciano from ERMC, Germany, to PRMC, Hawaii.



CSM P.D. Pandy from USAG Fort Bliss, Texas, to IMCOM-Pacific, Hawaii.



CSM M.D. Parrish from 2nd Cavalry Regiment, Vilseck, Germany, to US-AWC, Carlisle, Pa.



CSM D.C. Redmon from CJITF-435, Afghanistan, to HQDA, DCS, G-2, Washington, D.C.

***AFB**—Air Force Base; **CJITF**—Combined Joint Interagency Task Force; **DCS**—Deputy Chief of Staff; **ERMC**—European Regional Medical Cmd.; **HQDA**—Headquarters, Dept. of the Army; **IMCOM**—Installation Management Cmd.; **JB**—Joint Base; **PRMC**—Pacific Regional Medical Cmd.; **QMS**—U.S. Army Quartermaster School; **ROK**—Republic of Korea; **USAG**—U.S. Army Garrison; **USAJFKSWCS**—John F. Kennedy Special Warfare Center and School; **USASFC**—U.S. Army Special Forces Cmd.; **USAWC**—U.S. Army War College.*

**Command sergeants major positions assigned to general officer commands.*

of five freezing days near the Chosin Reservoir as the Chinese entered the conflict, sending thousands of troops south and surprising the Americans. When his superior was killed, LTC Faith assumed command of the small Army task force that was vastly outnumbered and trapped on the shore of the reservoir. He died at age 32 leading a breakout attempt.

Some remains found near the reservoir in September 2004 were among the last recovered because North Korea barred further excavations the following year. In 2012, LTC Faith was identified from among the commingled remains using DNA, dental, anthropological and physical evidence.

His daughter, who was 4 when her father died, attended his funeral, as did several of the men he saved.

Army Fights Midwest Floods. The Army National Guard and the U.S. Army Corps of Engineers helped residents and authorities as heavy flooding threatened rivers across the Midwest in late April. The Federal Emergency Management Agency called upon joint combatant command U.S. Northern Command, along with U.S. Army North, to provide defense support to civil authorities.

Soldiers from the North Dakota Army National Guard's 191st Military Police Company responded to a call from Fargo, N.D., where they worked 12-hour shifts maintaining order and traffic flow. In Illinois, thousands of residents were forced from their homes as water levels peaked along the upper Mississippi River. In Clarksville, Mo., National Guard troops from the St. Louis area scooped 8,000 tons of sand and rock, building a 1,000-foot-long sandbag levee to contain rising wat

Debris and fast currents closed Missouri and Illinois rivers, as wel parts of the Mississippi River, to recreational boats after reports that 2 foot-long barges had snapped t moorings and sunk. The Army Co of Engineers closed three locks to river traffic until the flooding subsid

The National Weather Service f cast that flood recovery would be s and said it expects the rivers to rem high into May.

Female Veterans Hotline. A new line staffed by Department of Veter Affairs (VA) employees can be ca to get answers to questions about b efits for female veterans, including health care. Veterans, their fami and caregivers can find out about many VA services and resources av able to women by calling 1-855- WOMEN. VA staff will answer urg questions and provide information homeless and mental health servi VA claims, education, health-care pointments, and memorial benefits.

The number of women using health care nearly doubled to m than 354,000 between 2000 and 201

1-855-246-6269

That's the toll-free number to call AUSA national headquarters. The AUSA Action Line is open 8:30–5:00, Monday through Friday, except holidays. If you have a question about AUSA, give us a call.

SENIOR EXECUTIVE SERVICE ANNOUNCEMENTS



M.D. Morse, Tier 2, t Dir., Resources and Logistics, NATO, Brus sels.

Tier One. **W.D. Brinkley** to Dep. G-3/5 f Operations and Plans, TRADOC, Fort E stis, Va.; **K.A. Krewer** from Chief Counse TACOM LCMC, Warren, Mich., to Dep. Cm Counsel, HQ AMC, Redstone Arsenal, Ala **J.L. Langhout** to Dir. for Aviation Enginee ing, AMRDEC, RDECOM, Redstone Ars nal; **D.M. Thiede** to Dir., J-8 (Resources ar Assessments), SOUTHCOM, Miami.

***AMC**—U.S. Army Materiel Cmd.; **AM RDEC**—U.S. Army Aviation and Missile R search, Development and Engineering Ct **HQ**—Headquarters; **LCMC**—Life Cyc Mgmt. Cmd.; **NATO**—North Atlantic Trea Org.; **RDECOM**—U.S. Army Research, D velopment and Engineering Cmd.; **SOUTH COM**—U.S. Southern Cmd.; **TACOM**—Tan Automotive & Armaments Cmd.; **TRADOC**- U.S. Army Training and Doctrine Cmd.*



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PFC Matthew Zajac, US Army, 2nd Infantry Division, Fort Carson, Colorado and his father, Mike, photographed at a Fisher House in San Antonio, Texas.

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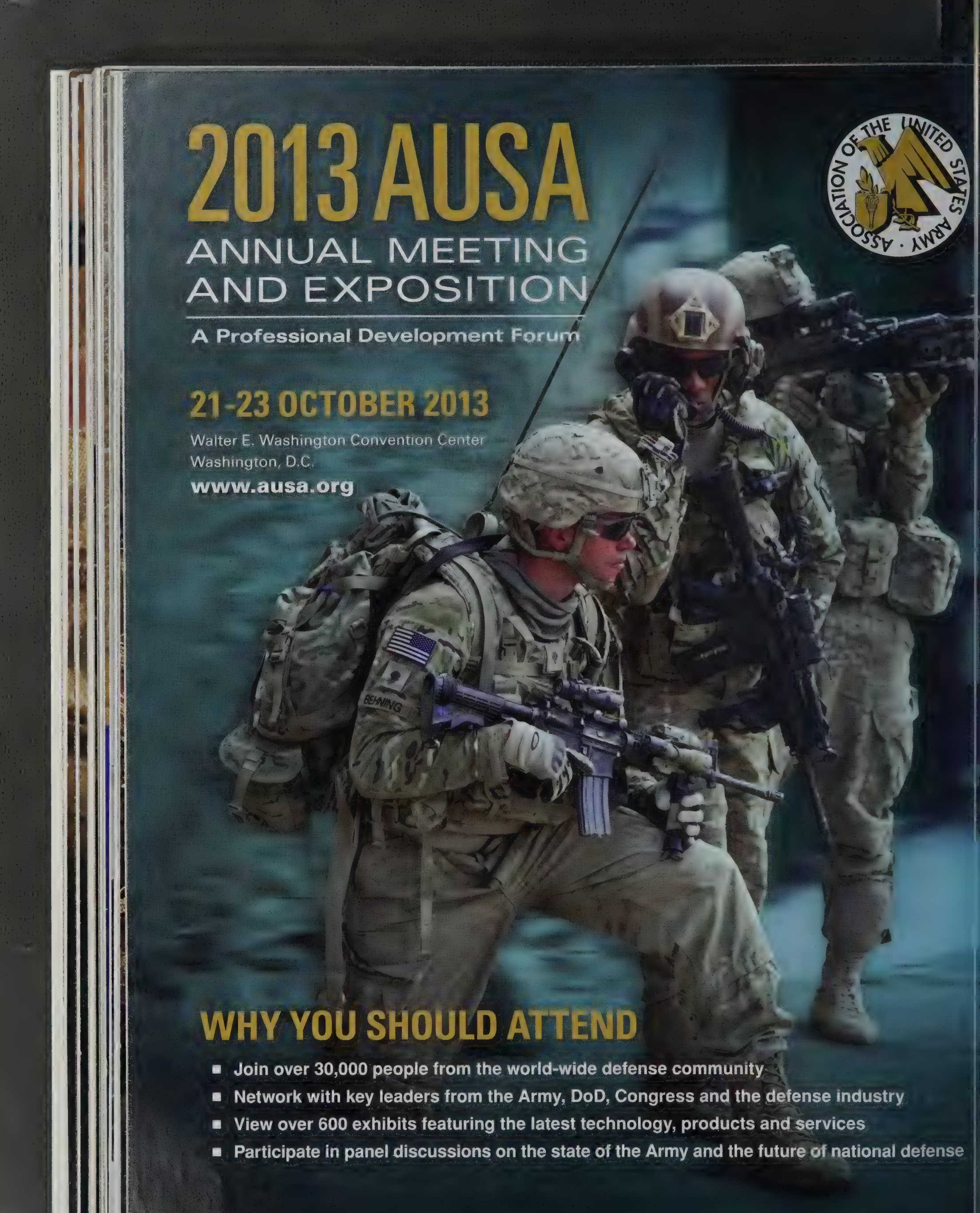
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The Need for a Large and Balanced Force

Our national leaders have consistently responded to postwar fatigue with dreams reflective of a world which does not exist. This kind of thinking regarding our failures to either predict the future or to acknowledge the nature of seemingly unimportant international events intrudes with dramatic results on our dreams of bloodless standoff conflict resolution. As we approach the 100th anniversary of the beginning of World War I and a century of institutionalized and legitimized unsteadiness, I would think we could bring ourselves to acknowledge the consequences of defense planning based on dreams.

—GEN Gordon R. Sullivan
U.S. Army retired

By LTG James M. Dubik
U.S. Army retired

Denial is a climate within the Beltway.

We'd just like not to have to have arge numbers of ground forces.

We'd like to believe they're not nec-ssary.

We'd like to think that we can antici-ate the kind of war the future will hold nd shape the strategic environment nd our military force to that future. If ve could actually do this, one wonders, vhy haven't we been able to yet?

We'd also like to think that we can revent future threats to American in-erests because of our advanced intelli-gence forecasting capacity. Again one wonders, if we could actually do this, why haven't we been able to yet?

We believe that should we fail to forecast, a "rapid decisive operation" or a "lethal, fast, remote" use of force will resolve the issue, or that we will have the time to raise the force necessary to meet whatever challenge we are facing.

Finally, we'd like to think that the destructive power of our military forces will resolve whatever conflict-of-the-day we face. End of destruction equals end of fighting equals end of war. History and 12 recent years of war should have taught us otherwise.

This is the story we tell ourselves, but the story is not true. It's fiction.

It's not been true for a while, but we've covered the fiction in the past because we relied on size.

We built a sufficiently large military force with balanced general purpose naval, air, marine, army and special operations forces to cover the fact that we really don't know what the future will hold. Though we didn't want to admit it, size and balanced capacity offset uncertainty and the inability to predict.

CSIS's study, "Beyond the Last War: Balancing Ground Forces and Future Challenges Risk in USCENTCOM and USPACOM," quotes former Secretary of Defense Robert M. Gates at West Point: "When it comes to predicting the nature and location of our next military engagement since Vietnam, our record has been perfect. We have never once gotten it right."

What remains unstated is this: These "lesser included contingencies"—that is, all of our actual operations—were possible because we sized against large, conventional threats. Dealing with Noriega in Panama required large ground forces—so did reseating the Aristide government in Haiti, enforcing the Dayton Accords in Bosnia, stabilizing Kosovo, and liberating Kuwait—all this as the Berlin Wall fell, the Soviet Union collapsed, and we paid ourselves a peace dividend by shrinking the very forces we were using increasingly more often.

Fewer ground forces were necessary for the destruction phases of Afghanistan and Iraq that eliminated the Taliban and Saddam regimes, but we have already forgotten that post-regime change operations required the nation to transform the Army reserve components into 200,000 more operational assets and hire about 200,000 more contractors. The stress on our military is not the result of having too many ground forces, but of having too few.

We now tell ourselves "never again," which of course we've said to ourselves before.

With this CSIS study, the National Intelligence Council's "Global Trends 2030," and the Center for a New American Security's "Driving in the Dark," we have three data points that tell us uncertainty is the norm in our strategic environment, the potential for conflict is increasing and the types of conflict most likely aren't the kinds that can be resolved merely with destructive power.

The "Global Trends" study says that the potential for multiple forms of war comes at a time of rising uncertainty as to the United States' willingness or ability to be the guarantor of security, and at a time of increased ambiguity as to the stability of international systems.

In times of such uncertainty and ambiguity with increased likelihood of conflict, we need to tell ourselves the truth, not hold to our fiction: Strategic leaders need more options, not fewer.

Further, the options associated with the kinds of complex contingencies the CSIS study describes—or the kinds of hybrid warfare, irregular warfare, intrastate warfare, or war among the people that others describe—will require

more ground force capacity, not less.

We'd prefer a relatively clearly defined, at least semiconventional state-based threat that the U.S. military must deter and defeat, upon which we could then size our forces.

Unfortunately, that's not the reality we face. We do have some potential threats like this, and we need to have the military forces necessary to address them.

Unlike the past, these are the lesser included contingencies. The real issue is having a large enough and balanced enough force to address the areas of increasing risk and the likely archetype mission sets that the CSIS study identifies … or something like them.

The problem is doing so doesn't fit our "story" because making these adjustments will require more ground forces, not fewer.

Unfortunately, reality has a way of forcing itself upon a nation with global interests and responsibilities:

- The Johnson administration did not want to get bogged down in Vietnam.
- The Bush 41 administration did not want to invade Panama.
- The Clinton administration did not want to "do" Bosnia.
- The Bush 43 administration did not want to fight terrorists or "do" nation building.

Some future administration may well find itself having to do just what it does not want to do. When it finds itself in this position and turns to the military for options, time (and decision space) will not be on its side. Forces-in-being provided previous administrations with options; forces-in-potentia count much less.

The CSIS study, as well as others, is clear: The variety of confrontations and conflicts that seem part of our co
lective strategic future cannot be r
solved by destruction alone or sole
by "light, lethal, fast, and remote" mil
tary action or just by special operatio
capabilities.

The real threat we face is our n
tional leaders' inclination to der
what we need and choose instea
what we prefer.

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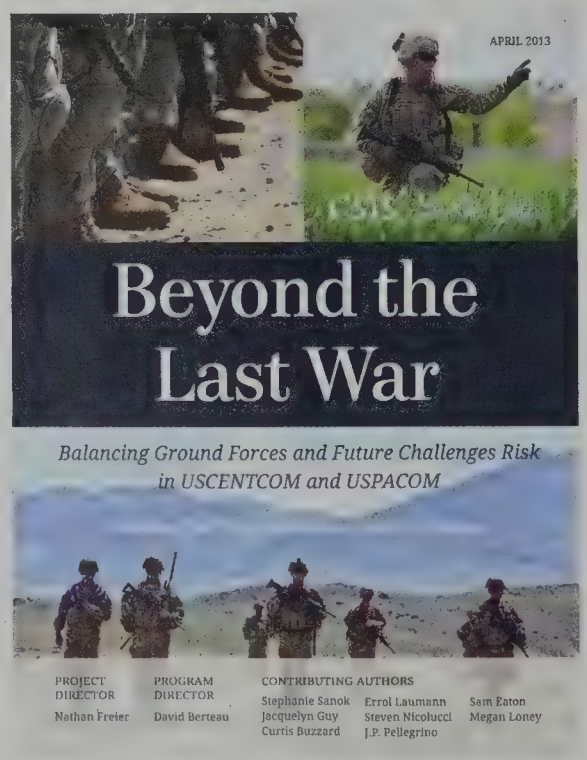
*LTG James M. Dubik, USA Ret., is a fo
mer commander of Multi-National Sec
rity Transition Command-Iraq and a s
nior fellow of AUSA's Institute of La
Warfare. This article is an edited prese
tation by LTG Dubik during a panel di
cussion at the Center for Strategic & I
ternational Studies (CSIS) on its repo
"Beyond the Last War." LTG Dubik
comments are published with the perm
sion of Nathan Freier, CSIS, author a
project director of the report.*

'Beyond the Last War'

In the future, the U.S. Army is more likely to face a wider variety of contingency missions and fewer extended stabilization missions like the wars in Iraq and Afghanistan, according to a new report from the Center for Strategic & International Studies, Washington, D.C.

The report, "Beyond the Last War: Balancing Ground Forces and Future Challenges Risk in USCENTCOM and USPACOM," looks ahead to identify the most likely future ground force requirements and possible challenges that will arise in the U.S. Central Command and U.S. Pacific Command areas of responsibility.

In coming years, the United States may need to consider large-scale ground force options to deal with regional contingencies. "Beyond the Last War" identifies five types of large-scale demands: humanitarian response, distributed security, enabling and support actions, peace operations, and limited conventional campaigns. Ground forces will most often be called on to respond to foreign disorder, catastrophes or third-party conflicts rather than to overt cross-border military aggression. Army participation will be critical because future ground force missions will often focus on enabling and supporting future joint, combined and civilian-led operations, activities for which it has trained assets.



The demand of "distributed security," concerned with gaining control over and securing people, places, infrastructure or dangerous military capabilities threatened by foreign disorder, combines combat and security tasks. It is the most likely, most disruptive and possibly most dangerous of future large-scale demands.

The study also said that "regional shaping will dominate the peacetime ground force agenda." Shaping initiatives that focus first on building future contingency response capabilities, such as the Army's regionally aligned forces concept, should be effected with partners that share U.S. perspectives and give U.S. ground forces experience in "real world" contingencies.

For a copy of the report, go to http://csis.org/publication/beyond-last-war. To view slides and video and listen to audio from the panel discussion of the report, go to http://csis.org/event/future-us-ground-forces-report-roll-out-event.

2013 ARMY Magazine Photo Contest

Sponsored by the Association of the U.S. Army

The Association of the U.S. Army is pleased to announce its annual ARMY Magazine photo contest. Amateur and professional photographers are invited to enter.

The winning photographs will be published in ARMY Magazine, and the photographers will be awarded cash prizes. First prize is $500; second prize is $300; third prize is $200. Those who are awarded an honorable mention will each receive $100.

Entry Rules:

1. Each photograph must have a U.S. Army-related subject and must have been taken on or after July 1, 2012.
2. Entries must not have been published elsewhere. Evidence of prior publication of any entry will disqualify it.
3. Each contestant is limited to three entries.
4. Entries may be 300-dpi digital photos, black-and-white prints or color prints. Photographs must not be tinted or altered. (Send digital photos to jbenitz@ausa.org.)
5. The minimum size for prints is 5x7 inches; the maximum is 8x10 inches (no mats or frames).
6. The following information must be provided with each photograph: the photographer's name, address and telephone number, and caption information.
7. Entries must be mailed to: Editor in Chief, ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201-3385, ATTN: Photo Contest.
8. Entries must be postmarked by July 31, 2013. Letters notifying the winners will be mailed in September.
9. Entries will not be returned.
10. Employees of AUSA and their family members are not eligible to participate.
11. Prize-winning photographs may be published in ARMY Magazine and other AUSA publications three times.
12. Photographic quality and subject matter will be the primary considerations in judging.

For further information, contact Jennifer Benitz (jbenitz@ausa.org), ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201; (703) 907-2604.

For examples of past winners, see www.ausa.org/publications/armymagazine/aboutarmy/Pages/ARMYMagazineAnnualPhotoContest.aspx

Time to Implement Training for Diversity Leadership

By LTG Julius W. Becton Jr.
U.S. Army retired

In December of 1943, at the age of 17, I joined the Army. After President Harry S. Truman issued his executive order ending segregation in the military, I decided to stay in the Army. Over seven decades, I have witnessed a few wars and many battles. I observed up close how some of our greatest soldiers led their troops. I am convinced that diversity leadership has always been an essential skill of these great soldiers. They all were able to use the skill, knowledge and abilities of members of their teams regardless of social background and life experiences. In fact, the diversity of their teams was a force multiplier that gave them an edge over the enemy. In turn, these great soldiers have made the Army a learning institution that can adapt and win.

Soldiers need to understand the distinction between equal opportunity (EO) and diversity leadership. EO is narrow in scope and aims to eliminate discrimination, whereas diversity leadership has a broader scope and aims to achieve mission effectiveness. Diversity leadership is not about increasing representation of certain demographic groups, nor is it about executing EO policies and practices. The final report of the congressionally directed Military Leadership Diversity Commission (MLDC)—of which I was vice chairman—clearly made this distinction.

Per the MLDC's recommendation, DoD defines diversity as "all the different characteristics and attributes of individuals that are consistent with Department of Defense core values, integral to overall readiness and mission accomplishment, and reflective of the Nation we serve." The Army's definition also reflects the broad scope and mission-oriented nature of diversity, describing it as "the different attributes, experiences, and backgrounds of our Soldiers, Civilians and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army."

The authors of a RAND report entitled *Planning for Diversity: Options and Recommendations for DoD Leaders* stated that diversity leadership "deals with ways in which people and groups relate to one another and how management decisions are made in the midst of the differences, similarities, and tensions among groups." The authors contrasted assimilation to the majority's norms with inclusion, which preserves and leverages individual differences in the service of mission effectiveness.

Diversity leadership has always been an essential skill for soldiers, but it is an especially important skill for 21st-century soldiers for several reasons. First, diversity is our country's destiny. The nation is becoming a majority-minority country in which there is no clear racial or ethnic majority group. Our enlisted force will reflect this as it has done in the past decades. Therefore, our officers must learn to lead this increasingly diverse enlisted force. In addition, the mission that the Army is asked to take on is complex. In order to succeed, soldiers must be able to work with different stakeholders—foreign and domestic. More importantly, soldiers must be able to lead a team of civilians from various agencies, members of the Army Reserve and National Guard, and active duty soldiers from the multinational coalition to accomplish the mission. In this operational environment, leaders cannot insist on assimilation but must create an inclusive environment in which all members work together.

Despite the importance of diversity leadership, the MLDC found that its quality varies substantially across unit leaders in all services. The MLDC also found that no DoD or service syllabus addresses diversity leadership and leaders receive no specific training, so the quality of their diversity leadership depends on innate abilities or professional experience. The MLDC recommended:

To enhance readiness and mission accomplishment, effectively leading diverse groups must become a core competency across DoD and the Services. To implement this recommendation:

a. Leadership training at all levels shall include education in diversity dynamics and training in practices for leading diverse groups effectively.

b. DoD and the Services should determine the framework (e.g., curriculum, content, methods) for how to inculcate such education and training into leader development, including how to measure and evaluate its effectiveness.

To be clear, the MLDC did not rec ommend an additional training re quirement. In fact, it recommende "new modules for the Services to in corporate in their existing leadershi programs."

More importantly, the MLDC ex plained how diversity leadership trai ing must differ from EO sensitivit training. In general, diversity leade ship training should provide tech niques for leaders to use diversity fo mission success and show them ho to use diversity to avoid any potenti challenges that may derail mission a complishment. The MLDC recom mended that the training include sp cific focus areas such as confli management; communication skill including listening and team buildin using knowledge about other group motivating around a common mi sion; and assigning people to tean and roles within teams.

In fact, the Army is in a unique pos tion to lead the services in the impl mentation of this MLDC recomme dation because its official doctrin document on leadership, Field Manu (FM) 6-22 *Army Leadership: Competer Confident, and Agile*, already contains far-reaching and forward-leaning e planation of diversity leadership. Pu lished in October 2006, it anticipate

e emergence of diversity leadership a concept. The FM effectively exains how diversity of all types, cluding demographic as well as ructural diversity, affects mission efctiveness. For instance, eight core ader competencies and supporting ehaviors that the FM identifies inude specific focus areas that the LDC recommended for diversity adership training. More importantly, e FM explicitly states the value of deographic diversity, but it emphasizes at other types of diversity are impornt for mission effectiveness. It states:

> Soldiers, civilians, and contractors originate from vastly different backgrounds and are shaped by schooling, race, gender, religion, as well as a host of other influences. Personal perspectives can even vary within societal groups. People should avoid snap conclusions based on stereotypes. It is better to understand individuals by acknowledging their differences, qualifications, contributions, and potential.

The FM continues the discussion, emphasizing the difference between assimilation and inclusion. It states:

> Joining the Army as Soldiers and civilians, subordinates agreed to accept the Army's culture. This initial bond holds them together. Army leaders further strengthen the team effort by creating an environment where subordinates know they are valued for their talents, contributions, and differences. A leader's job is not to make everyone the same; it is to take advantage of the different capabilities and talents brought to the team. The biggest challenge is to put each member in the right place to build the best possible team.

Personally, I am proud to see that the Army's official manual on leadership displays clear statements of diversity leadership principles. The FM can clearly support a rigorous diversity leadership training.

It is puzzling, though, as to why the Army has yet to implement the MLDC recommendation to reform leadership training at all levels to include diversity leadership principles. The MLDC published its final report in March 2011, but so far, no action toward implementation has occurred. The time to act is now. While the Army waits, our young soldiers are deprived of an essential skill that they need.

* * *

I thank Dr. Nelson Lim, the research director of the MLDC, for his friendship and support he provided me for this article. □

***LTG Julius W. Becton Jr.**, USA Ret., served as the vice chairman of the Military Leadership Diversity Commission. Previously he served nearly 40 years in the U.S. Army. In addition to serving in World War II, the Korean War and the Vietnam War, LTG Becton commanded VII Corps in Europe during the Cold War. In 2007, he was awarded AUSA's highest honor, the George Catlett Marshall Medal.*

Soldier Systems: Outfitting the Army

By BG James R. Moran
U.S. Army retired

The American soldier is this nation's most deployed and employed veapons system and ambassador. On ny given day, U.S soldiers in many ountries in the world are engaging lol populations, representing Ameriin interests and doing the bidding of ne nation so we can sleep well at night. As George Orwell wrote, "People sleep eaceably in their beds at night only ecause rough men stand ready to do iolence on their behalf."

These soldiers and their U.S. Marine Corps counterparts are influencing, haping and changing world events in a vay that far exceeds their stature in our ociety. Given these facts, it is interesting hat outfitting soldiers is such a struggle. Too often we hear the lament of soldiers eing equipped like Christmas trees as we hang things on them in a seemingly uncoordinated fashion. Perhaps this is ecause the environment of soldier systems fielding is unique, comprising nearly 400 programs and including virtually everything a soldier wears or carries into combat: individual/crew-served weapons, electronics, communications, clothing, optics, lasers, computers, day/night sights, and so on. This brings on significant challenges, some of which are the requirements process, the resources process and the lighter/darker sides of Soldier as a System (SaaS). There are, however, some corrective actions required to address these issues.

The Requirements Process

This is where it all starts; it is what the soldier needs and wants. Requirements can be generated by individuals or units either traditionally via the Joint Capabilities Integration and Development System (JCIDS) or during contingencies via an Operational Needs Statement (ONS). The ONS process functions as an operational requirement workaround because the JCIDS process proved to be too bureaucratic and lacked the agility necessary to support ongoing combat operations. The requirements challenge for the SaaS is one of scale given the enormous quantity of these soldier requirements. During the latest conflict, via the traditional JCIDS process, there were more than 300 requirements documents and, via the ONS process, probably several thousand more. ONS requirements were split between units requesting a capability that was not in the inventory and requests for equipment that was in the inventory but not authorized for that particular unit. An example of the latter could be an Air Defense Artillery unit requesting night vision, body armor, weapons and network communications to perform dismounted In-

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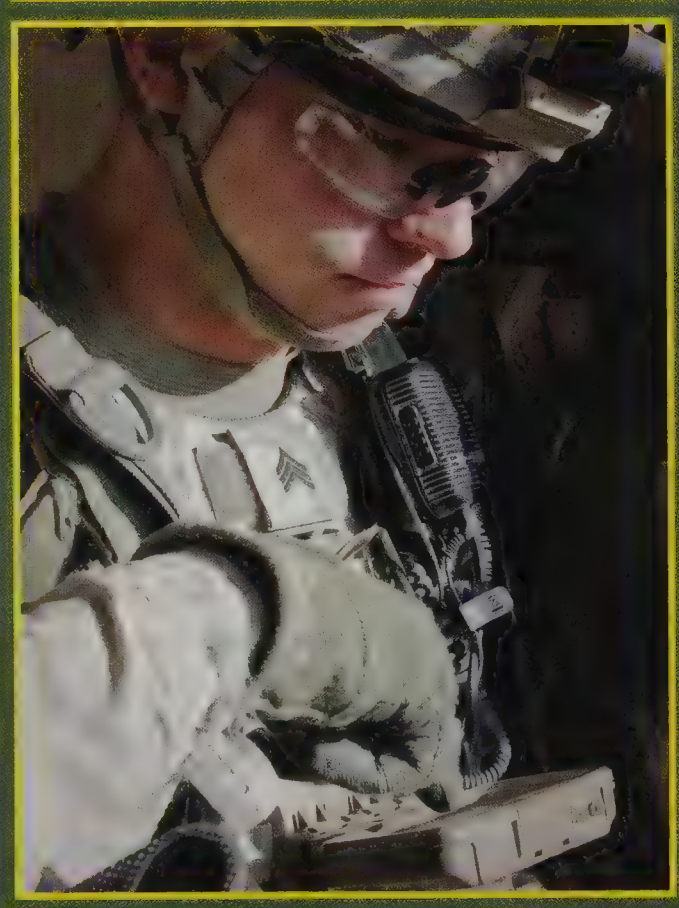
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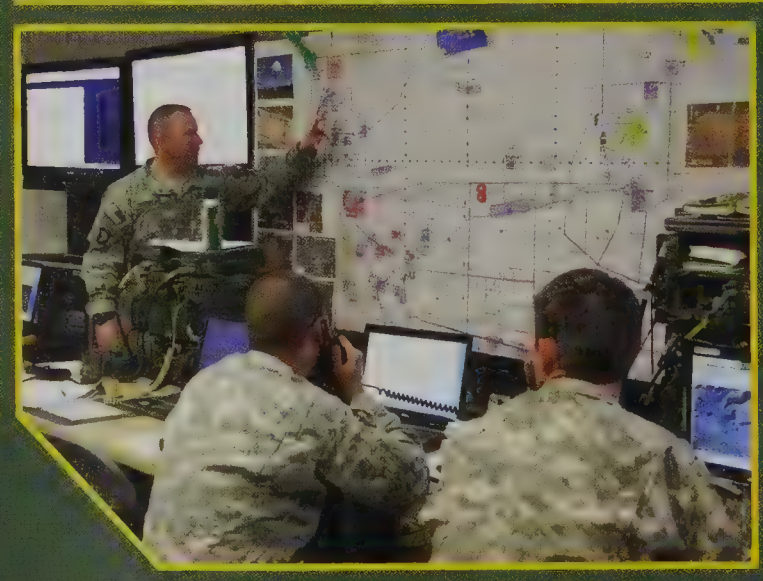
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Soldier Systems Support/Priority

Why is it so hard? or: Why do we make it harder than it needs to be?

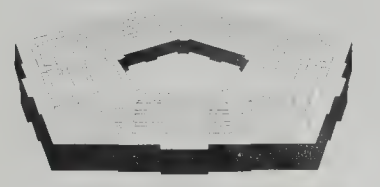
Capitol Hill



- Save Joint Strike Fighter
- More Strykers
- More F22s
- Keep 10 Aircraft Carriers

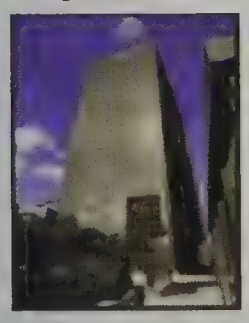
- Little Contracts
- Small Companies
- Spread Out Everywhere

Pentagon



- Senior Leader Access
- Number of Funding Lines
- Focus on Large Platforms
- Planning, Programming, Budgeting and Execution System

Big Corporation USA



- No Large Soldier Contracts
- No 800-pound Gorillas Behind the Scenes
- Less Influence on Hill and Pentagon

JCIDS* Process



- Too Many Requirements Documents
- Soldier as a System – Incomplete

Soldiers Need Senior OSD & Army Leaders' Help

***Joint Capabilities Integration and Development System**

antry missions to which they were go-ng to be assigned once deployed—or, n some cases, after they were de-loyed as the nature of the conflict hanged.

Based on the lessons of the two re-ent wars, DoD developed a better rocess to address the ONS: contin-gency-based requirements generation nd hopefully a better method to sat-sfy those requirements during future onflicts. This still leaves the Army vith more than 300 requirements in he JCIDS process to outfit the SaaS. If he JCIDS and accompanying DoD 5000 series regulations were not so umbersome, it would not be neces-ary to call for a soldier requirements tructure change.

There is a previously recommended olution to develop an SaaS require-nents structure that incorporates the najority of the equipment necessary to field a squad or platoon. That recommendation should be resurrected. In this recommended SaaS requirements construct, there could be appendices that address most of the soldier equipment, such as weapons, night vision, sights and lasers (day and night), communications, clothing and armor. This single document would supersede and incorporate all previous requirements and have periodic updates. This results in one document covering hundreds of programs being staffed once. This construct would also recognize the growing commercial contribution to the development of many of the SaaS products and allow the military a more agile requirements process to incorporate these capabilities into the battlefield. As a benchmark, the Army could use the example of the Stryker program, whereby it was able to field an entire family of combat vehicles with a handful of requirements documents. Unfortunately, it still takes several hundred requirements documents to outfit the soldiers who ride inside.

The Resources Process

Soldier programs, like all programs, must compete in the prioritization process of the military services for funding. The Planning, Programming, Budgeting and Execution System (PPBES)—like the JCIDS requirements process—is cumbersome. It is how systems get "racked and stacked" to determine how many of an item are to be procured and how fast they are to be subsequently fielded.

The challenge for soldier programs is one of bandwidth and access. Organizations have only so much institutional time and energy; DoD and Capitol Hill are no different. There are

already hundreds, if not thousands, of programs within DoD covering all the military services—ships, aircraft, satellites, submarines, vehicles, munitions and so on. Frankly, all the institutional energy is consumed by these high-visibility, high-dollar items. So when one adds hundreds of relatively small programs, they get lost—or at least they did before the invasions of Iraq and Afghanistan. One can easily see how soldier programs could be—or maybe already are—slipping back to a situation in which the Army found itself in 2002, with the critical research, development and procurement programs needed to outfit our strategic squads and platoons unintentionally unfunded and forgotten.

A compounding problem with soldier programs resourcing is the number of soldier funding lines. At one point there were almost 70 funding lines among the various research and development, procurement, and operations and maintenance lines. Now imagine the challenge of fielding the SaaS with 300 requirements documents and almost 70 funding lines. Because of the way the DoD 5000 series regulations work, these hundreds of requirements documents and scores of funding lines result in hundreds, if not thousands, of contract actions. Imagine if the Army attempted to field its other integrated combat systems—helicopters, tanks and so on—in a similar manner. If there were only a handful of requirements documents and funding lines, perhaps there could be a smaller number of prime or integrating contracts to provide the soldier system the same system solution benefits enjoyed by the combat-proven Apache helicopter or Abrams tank.

The Lighter/Darker Sides

There are lighter and darker sides of individual soldier and unit needs. This requirements situational awareness is not complex, but it is absolutely necessary to understand. The lighter side is what is referred to as the "three million opinions." The total number of active duty, National Guard and Reserve soldiers is approximately 1.5 million, but if one counted the number of opinions on what soldiers wanted or needed, it would add up to three million. Why? Because, on average, soldiers have two opinions. The first opinion is normally based upon where the soldiers have been, and the second opinion is normally based upon where they are going for their next assignment. Both opinions are understandable, based on sound operational logic and generally amplified with very personal, passionate experiences. For example, city fighting in Iraq had requirements requests that were slightly different for armor, camouflage and weapons mix than mountain fighting in Afghanistan. Commanders and those who support them have the task of sorting through and prioritizing the wants and needs. At the end of the day, some of these will be addressed via changes in tactics, techniques and procedures, while others will require a new material solution.

The darker side of this soldier requirements situational awareness is what some individuals and organizations do with this knowledge and variance. There are those who will (for their personal advancement or that of an organization) use this sometimes conflicting—and changing—requirements process as a mechanism to advance their product or a particular cause. This is true within both the government and commercial organizations. Of course, it will usually be done with self-righteous intent, regardless of whether such motives are pure or not. That is why this business is not for the faint of heart. When DoD competes for a new fighter, ship or combat vehicle, it is lucky to get two competitors. In the soldier product area, however, one can expect a dozen competitors—sometimes twice as many. That can leave a lot of folks with no contract at the end and looking to use the system, which is their right, to see if they can influence a different, more favorable outcome for themselves. Because of the number of requirements documents, funding lines and contract actions, this can, at times, generate a difficult or contentious contractual and political environment for government project managers in this mission area.

* * *

Soldiers and their commanders rightfully have strong convictions abou properly preparing themselves and their units for deployments. Likewise contractor and government project offices are dedicated to providing the systems those soldiers and commanders want and need. All are up to the challenge and committed to successfu execution of their assigned missions We often are too slow to deliver and make the job harder than it needs to be because of the number of requirement documents, funding lines and corre sponding contract actions.

Over the past decade, success wa achieved in spite of the requirement and funding structure because of the ONS process and overseas contingency operations (OCO) funding—billions o dollars per year. The ONS process and OCO funding, however, are going away. Now is the time to organize a long-term, systemic approach. DoD does not fully appreciate the unneces sary administrative staffing, financia complexity, and contractual hurdle and inefficiency of the current structure We ought to be able to reduce require ments documents and funding lines i order to achieve a more integrated Saa for strategic squads and platoons.

Individual soldiers will continue t be America's most deployed and em ployed weapons systems and ambas sadors. They are the backbone of ou nation's military and truly a strategi asset. We need—and they need—more responsive systems approach t their timely, affordable equipment re search, development and fielding.

***BG James R. Moran**, USA Ret., has ex tensive systems management experienc including radar, command and contro air defense, individual soldier, foreig military sales, and combat vehicle pr grams. He has served as an enginee project manager and program executiv officer and as commandant of the D fense Acquisition University. A gradua of the U.S. Military Academy at We Point, N.Y., he has master's degrees fro the Industrial College of the Arme Forces and the Air Force Institute Technology.*

238 Years—and Counting

By BG Harold W. Nelson
U.S. Army retired

At this time our thoughts go to the Army's birth during the Boston ampaign of the Revolutionary War: exington and Concord, the Siege of oston, Bunker Hill. The militias of ne New England colonies were tak- g a stand against the British Army nd fleet, but the Continental Con- ress broadened and strengthened eir defiance by authorizing 10 com- anies of "expert riflemen" to be ised in Pennsylvania, Maryland and irginia. That vote came on June 14, 775, and on June 15, Congress ap- ointed George Washington as the eneral "to command all the Conti- ental forces, raised, or to be raised, r the defense of American liberty." Vith broadened support from the ther colonies, strong leadership of all rces engaged by General Washington, nd selfless service from thousands of citizen-soldiers, the Siege of Boston was maintained until the British withdrew in March 1776. By the time the Army observed its first birthday, it had moved on to new challenges.

After victory in the Revolutionary War, the new challenges took the Army farther and farther from Boston—to Florida, the Western frontier and Mexico. It met major challenges with a mix of state volunteers and federal Regulars, and it reverted to a tiny core of Regulars in periods when the threat diminished. As the nation moved onto the global stage, militia and volunteers were transformed into National Guard and Army Reserve components that were essential players on the Army team. The Regular Army component maintained the sustainment base for the entire force and supplied the bulk of forward-deployed formations in non-crisis situations.

Before there was a U.S. Army, there were citizens who were willing to take up arms against tyranny. Before the united colonies had declared their independence, the first soldiers of the Continental Army marched from the mid-Atlantic colonies to aid New England with their motto, "Liberty or Death," on their shirts.

Today's soldiers still put everything on the line for liberty, just as so many others have done down through the centuries—for 238 years and counting. □

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U.S. Army



Washington-Custis-Lee Collection/Washington and Lee University

Above, handmade drums of the Third Infantry Regiment (The Old Guard) Fife and Drum Corps evoke the days of the American Revolution. Right, a few years before George Washington commanded all Continental forces, Charles Willson Peale painted a portrait of him as Colonel of the Virginia Regiment.

Nett Warrior: Missio



U.S. Army

Seen by many as an essential facilitator at the tactical edge of Mission Command, the U.S. Army's Nett Warrior program highlights the importance of service organizational cooperation—as well as warfighter assessment and field experience—in refining and enhancing tactical capabilities.

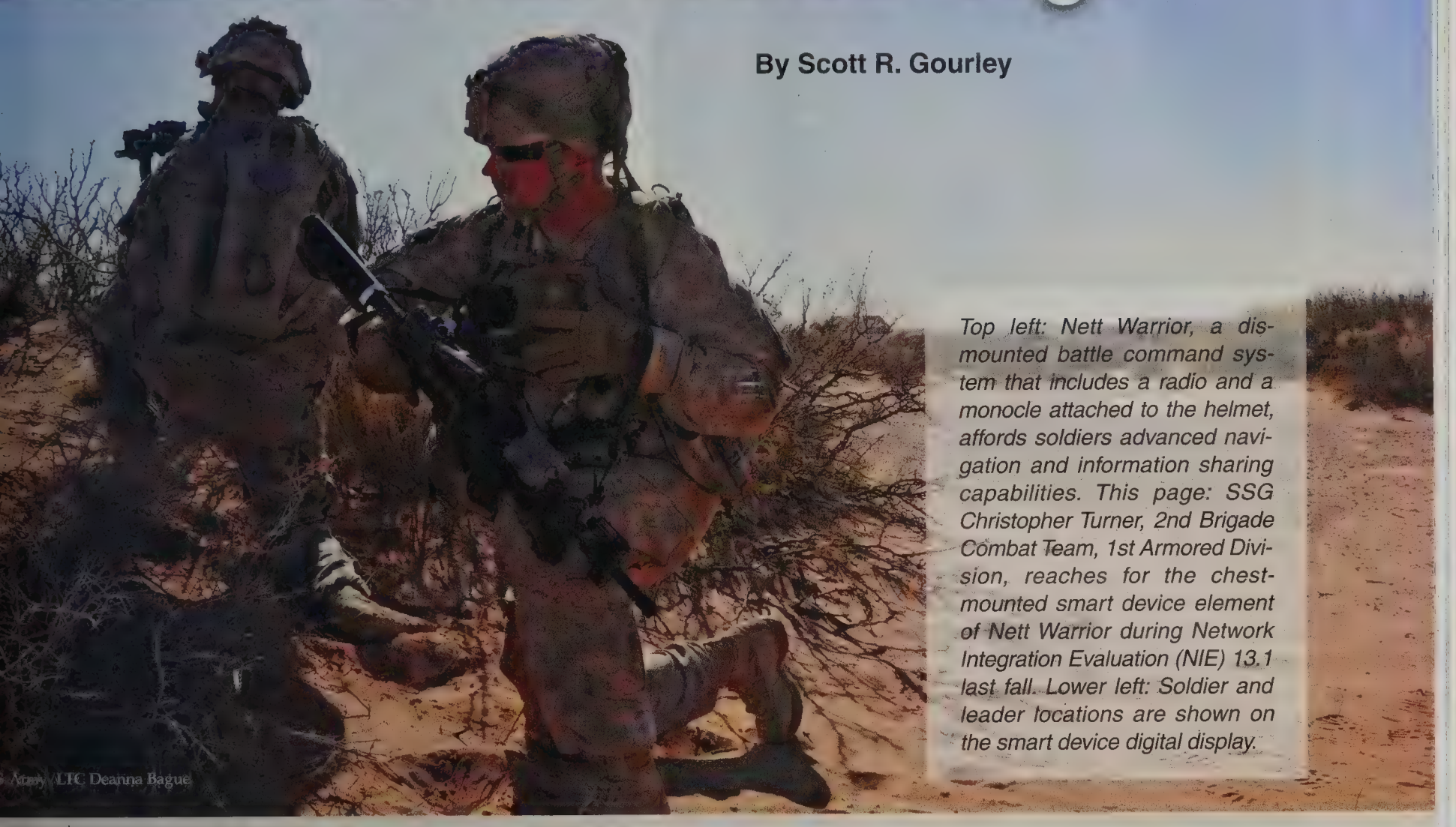
As noted in ARMY Magazine's March 2012 "Soldier Armed," the program—named after Medal of Honor recipient COL Robert Nett—evolved through iterations of the Army's Network Integration Evaluations (NIE) with the expectation that it would likely continue to change the Nett Warrior design. A recent look at the system before NIE 13.2



U.S. Army

ommand at the Tactical Edge

By Scott R. Gourley



Top left: Nett Warrior, a dismounted battle command system that includes a radio and a monocle attached to the helmet, affords soldiers advanced navigation and information sharing capabilities. This page: SSG Christopher Turner, 2nd Brigade Combat Team, 1st Armored Division, reaches for the chest-mounted smart device element of Nett Warrior during Network Integration Evaluation (NIE) 13.1 last fall. Lower left: Soldier and leader locations are shown on the smart device digital display.

Army/LTC Deanna Bague

lated to begin in May) confirmed that assessment while mphasizing the dynamic impact of soldier input on to-ay's programs.

Reviewing the evolution of Nett Warrior's predecessor, and Warrior, by examining its Manchu, Strike and Centu-on configurations, Mark Frye, team lead for the Project Ex-cutive Office Soldier's Product Manager Ground Soldier ett Warrior team, said, "Each one of the designs had faster rocessors, more hard drive space, smaller components, less eight and more power. Nett Warrior started as a DOT&E Director, Operational Test and Evaluation] overwatch pro-ram … so three vendors produced the original Nett War-ors." He acknowledged that the process had resulted in ome new developments and relatively large components.

"Then the steering boards from DOT&E, the Assistant ecretary of the Army (Acquisition, Logistics and Technol-gy) and the Chief of Staff's office all said, 'Stop.' They of-ered new guidance that moved this to a COTS [commer-ial off-the-shelf] program. They said they wanted us to uy off-the-shelf technology; it is lightweight and gener-lly makes a better kit for the soldier," Frye said.

"The project manager was already leaning forward on uture stuff," said Mark Davis, operations manager for the Nett Warrior team, "and that meant we were able to bring he COTS stuff in very quickly."

Frye explained that the very first Nett Warrior system to articipate in an NIE, dubbed Nett Warrior Surrogate, basically involved "the old Strike system hooked to an SRW [Soldier Radio Waveform] radio—one of the very first [AN/PRC]-154s off the line. The whole purpose of that was to start working with the SRW wave."

Working with other entities, including the U.S. Army Signal Center of Excellence, the Nett Warrior team was able to bring the first Nett Warrior COTS device to NIE 11.2 (June–July 2011).

Frye recalled the software evolution through the early NIEs: "In 11.2, we came out with a Nett Warrior-driven software that was strictly an internal program. We had not reached out to the big C2 [command and control] community at that time. In the next NIE, 12.1, we reached out and we worked with JBCP [Joint Battle Command Platform]. JBCP picked up the software development with us as a backup, and they built the first JBCP-baseline software Nett Warrior.

"Every time we do this, the soldiers are giving us feedback and input," he added. "In 11.1, for example, they loved the GUI [graphical user interface] and its capabilities on the Nett Warrior side, but it was not interoperable with the vehicle platforms. That's why we went to JBCP. JBCP brought their software in, which was fully compatible with the vehicles, but the users hated the GUI. It was more engineer-driven and less soldier-driven."

Frye said continuing soldier feedback resulted in the building of a third software program "that was Nett War-



U.S. Army



Above: The Nett Warrior system displays maps, troop positions and operational updates previously restricted to vehicles of hard-wired command posts. Right: The Nett Warrior system includes a hands-free display, a small computer and networked radio transmitter/receiver.

rior GUI-based with JBCP capabilities. The baseline format was JBCP, but the 'top cover' that the soldiers saw was Nett Warrior." Soldiers got their first experience with that combination software during NIE 12.2 (May–June 2012).

"At NIE 13.1, the soldiers loved the GUI. They loved the fact that they were able to see the vehicles, so we are on target for where we need to be. Now it is just a matter of tweaking it for the soldier, and that's what we continue to do," Frye said.

Both NIE 13.1 and 13.2 are providing limited user test (LUT) venues for the evolving system. In addition to the software maturation, both COTS technical advances and NIE experiences have led to a number of recent hardware and power developments in the Nett Warrior design. With hardware, for example, the Nett Warrior configuration for NIE 13.1 integrated the mixed software with a Motorola Atrix phone end user device (EUD) connected to the AN/PRC-154 Rifleman Radio. It was also the first introduction of an "extended life package" featuring a SWIPES [Soldier Worn Integrated Power Equipment System] power pouch with external battery.

"The conformal battery feeds the cup, which keeps the radio charged," Frye said, "and it also feeds and charges the EUD. The conformal battery gives approximately 14 hours of power and, on top of that, you have another seven hours—give or take—in the radio."

Soldier feedback suggested the four-inch screen on the Atrix was small, so the 13.2 EUD configuration will feature the Samsung Note 1 with a 5.3-inch screen.

"The system is under test this time because of the human factors aspect of the Note 1," Frye said. "In addition to the larger screen, it also has better anti-glare features. The Atrix was pretty good, but it was a little smaller and had some glare issues. The soldiers said, 'Hey, daylight readability is not as good and here are some things we need you to fix.' It all reflects a continuous build on what soldiers want. They loved the extended life of up to 24 hours for one system. This was the 'hot spot' of the NIE for all positive critiques so that was a 'sustain and make it better' effort as we continued to develop the system."

In addition to the larger EUD screen, another upgrade that is planned to go into the field at NIE 13.2 focuses on the map engine piece of the software.

"Because of the sizing capability of the SD [secure digital] cards, we couldn't give them all of the sub-meter high-speed imagery they wanted," Frye said. "The time it took to get it onto an EUD was long and drawn out."

Another perceived system weakness stemmed from the fact that the cell phones were originally designed for civilian use.

"So when you do your 'pinching in' on a piece of map like Google Earth, and when you try to pinch past the be-

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The chest-worn Joint Tactical Radio System (JTRS), tested in NIE 13.1, was a Rifleman unclassified radio, above. The JTRS Handheld, Manpack, Small Form Fit (HMS) Rifleman radio, right, gives soldiers on the battlefield secure and mobile voice, video and data communications capabilities.



General Dynamics

resolution] layer you can get and release, t will auto-focus back to give you proper pixelation," Frye said. "It gives you the pretty picture. That's how they're built, and that's how it was at the last NIE, but the soldiers were going in and pinching to get the icons to separate and get accountability of their people, and every time they released, the icons would pop back together."

In order to provide the tactical leaders with better command information, the new software package will speed up the process of loading imagery and compressing files to allow more information on the 32-gigabyte limit on the SD phone card where the imagery is stored. It will also allow users to pinch three layers beyond proper pixelation.

"He will get a little distortion on his image, but he can separate his space," Frye said. "With all of this, the soldiers tell us what they want. Our job is to capture those notes."

The 3rd and 4th Brigades of the 10th Mountain Division (Fort Drum, N.Y.) were recently fielded with the Atrix EUD design. The next fielded unit, 2nd Brigade Combat Team, 1st Armored Division, will be a directed requirement fielding in the July–August time frame and feature the Samsung Note 2 EUD.

"That will be a permanent fielded baseline for their unit that they will keep," Frye said. Given that the Note 2 systems were not available in time for inclusion in NIE 13.2, he added, "One of the biggest things the updated phone will provide is a faster processor—which is pretty fast anyway—but also a 64-gigabyte SD card, which means that the unit has a lot more space to put imagery. It will give them a lot more capability, and they won't have to be selective of their imagery baseline.

"There's another essential point here," he continued. "At a certain point, no matter what device we go with, big civilian corporations are going to stop producing it. Like the Note 1, there will be a time when we will not be able to purchase any more. We have to continuously upgrade to the next bigger and better thing that gives more bang for the buck to the soldier, while allowing us to go into new technology in the development of our program."

Another new hardware development being introduced for NIE 13.2 is the AN/PRC-154 "Alpha" leader's radio. Since earlier NIEs involved the AN/PRC-154 Rifleman—an SRW unclassified radio—Frye said, "In this NIE, we are testing not only the new EUD platform and upgraded software but also the leader's radio, which can go from unclassified up to secret. This will be the first time it has ever come into a network, so that will be another piece of our test."

One last hardware change involves the cabling between the EUD and the radio. Earlier "NW series" designs featuring black cables have been replaced by new "C series" green cables, which incorporate more durable connectors and reduce the chance of confusion when assembling. The latter modification stems from soldier comments and NIE lessons learned from an earlier design that permitted the possibility of connector pin damage. Redesigning the cables removed that possibility by physically eliminating any confusion in cable connections.

Frye emphasized that none of these changes occur in a vacuum. Rather, they reflect the ongoing coordination between the JBCP program, the Project Manager Tactical Radios, the Project Manager Soldier Warrior "Power Team," Product Manager Ground Soldier and other organizations.

"The best point to pull out of all of this is to think about how fast NIEs happen," Frye said. "Now, think about how fast these matching developments have happened. We take lessons learned daily from the NIEs and comments received from soldiers, and they are being acted on." ★



The Conundrum o

By COL Gregory Fontenot
U.S. Army retired
and
COL Kevin C.M. Benson
U.S. Army retired

There is an inherent conundrum in the Army's thinking about Mission Command. This stems primarily from the tension between command and the means to exercise command or clearer control. Command within the rubric of Mission Command, according to Army Doctrine Reference Publication 6-0 *Mission Command*, May 2012, is a matter of issuing "mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations." Mission Command's philosophies of command and Battle Command, however, have stimulated the development of groupthink within units that imagine they are operating in accordance with Mission Command. The chief symptom of this tendency may be described as a "cult of command" in which the role of commanders has



Mission Command

U.S. Army/SPC Adam Hoppe



U.S. Army

overshadowed the supporting staff. Staffs operating within the construct of Mission Command are defined as part of the control mechanism. This distinction between command and control is important but in some ways unhelpful: The two functions are inseparable.

Control facilitates—and is vital to enabling—command. Effective control systems may enable commanders to exercise command when the means to control is denied or constrained by the enemy. For example, jamming and other interference with communications may be mitigated by effective staff control measures. Staffs develop the means of control by coordinating instructions and developing concepts to achieve the commander's vision. Conversely, control stems from the direct efforts of the commander. For example, Alexander the Great often designated the main effort by his own appearance in plumage



U.S. Army/SSG Shane Hamann

as brilliant as that of a peacock and accompanied by his cavalry. No one on either side could miss him and the effect of his presence. The means to execute command and exercise control in Alexander's day often required the commander literally to lead from the front. The same is less true today, but often commanders need to be seen at the front to communicate their intentions personally. Command and control are no less intertwined now than in Alexander's time.

The U.S. Army operates in ways that reflect both American culture and American experiences in war. Consequently, American soldiers and their commanders are self-reliant: They demand answers and have the courage to act on their own, even in the face of ambiguity. All these traits played a role in the early morning hours of March 24, 2003, when the 11th Attack Helicopter Regiment (AHR) executed a deep attack against elements of the *Medina* Division of the Iraq Republican Guard. The mission resulted in the damage or destruction of about 30 helicopters. Fortunately, none of the aircrew died, though several were wounded and two were captured. The regiment remained hors de combat during the month it needed to repair aircraft. Worse still, it achieved little return at enormous cost. How did this happen?

While all the details of this unfortunate episode need not be recounted here, fundamentally, V Corps and 11th AHR decided to attack that night despite not having good target data, adequate fue or fully coordinated means to suppress enemy air defenses, among other problems. Nothing in the task V Corps assigned articulated the requirement for the regiment to "do or die." On the night in question, the regiment and V Corps conducted a telephonic conference to determine whether the attack should occur as planned. The officers who participated in the go-no-go conference that night made the wrong choice. According to V Corps' standard operating procedures only one of the participants had to recommend against a "go" decision, yet none did. Why? Because they had an emotional commitment that none could overturn. With groupthink wrapped around them like a blanket, they decided to attempt a mission none would have thought wise as individuals. That they escaped tragic fame such as that achieved by the Light Brigade in the Crimean War is a tribute to the engineering of the AH-64 and more than a little luck. Yet if they had gotten away with their foolhardiness, we would celebrate that night as historical evidence of the utility of Mission Command.

What happened that night stemmed from an increase in cohesive decision making that has developed over time. Cohesive decision making occurs with little or no debate put another way, it is groupthink. By this we mean groupthink as defined by Irving Janis, who described the phenomenon in his seminal work published in 1972. Janis found seven distinct symptoms:

- The group develops few courses of action, often only one or two. (Since before Battle Command, staff and commanders have connived to have fewer than the doctrinally mandated three courses of action, which is still less than truly diverse effort would develop.)
- Groups do not survey the objectives to be fulfilled and the values implicated by their choice.
- They fail to reexamine their choice from the standpoint of nonobvious risks.
- The group fails to seriously consider courses of action not preferred.
- Groups often fail to solicit assessment on alternative courses of action from outside experts.
- They show selective bias toward information or data from outside. Groups do, however, show interest in data that

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ıd to support their preferred course of action.

■ Finally, groups often fail to consider hindrances to suc-
ss and thus fail to develop contingencies.

ıis might well have been describing the military generally,
d the Army specifically, when he described these symp-
ms of groupthink.

The Development of Mission Command

Following the Cold War and Operation Desert Storm, U.S.
rmy Training and Doctrine Command attempted to assess
ow conditions had changed and how they might yet
ıange. Field Manual (FM) 100-5 *Operations* of June 1993
as the major product of this thinking. GEN Frederick M.
anks Jr., who was the principal author, believed that he
ıd to make a clear statement of the importance of the com-
ander. He reached this conclusion on the basis of his own
flections having commanded VII Corps in Operation
esert Storm and a lifetime of experience as a commander
ıd trainer. He argued convincingly that the Army had di-
ted the command function, conflating command with con-
ol. Command and control—reduced to the abbreviation
2—had, by 1996, become C4I (command, control, commu-
ications, computers and intelligence) and soon would be-
ome C4ISR (command, control, communications, comput-
s, intelligence, surveillance and reconnaissance). All of the
s—less the first—enabled control but were by no means
equal functions. GEN Franks' argument made perfect
ense then and does now.

GEN Franks did not intend to dis-
lace control from the doctrine or re-
uce the importance of staffs, but he
ocused on the individual in command
om the outset. In a few pithy pages,
e made the person of the commander
ıe essential component of Battle
ommand. According to GEN Franks,
ommand was "a very personal func-
on" and occurred wherever the com-
ıander was, whether he was on foot
with his forward light infantry ele-
ıents, or in a main battle tank moving
ith the main effort." It was up to the
ommander to go where he had to go
o "influence the battle, where his
ıoral and physical presence can be
elt, and where his will to achieve vic-
ory can best be expressed, under-
tood, and acted upon." This was—
ıd remains—heady stuff. It appeals
o both commanders and those who
spire to command. GEN Franks was
ight then and now, but his focus and
hat of his successors—indeed, all of
ıs—on commanders rather than on
ommand have taken the concept of
Battle Command in an unforeseen di-
ection with baleful results.

GEN Martin E. Dempsey found that software engineers and knowledge managers found ways to conflate command with control. Accordingly, he moved from Battle Command to Mission Command, but he also sought, as had GEN Franks, to empower subordinates. It seems likely, however, that Generals Dempsey and Franks had subordinate commanders in mind rather than supporting staffs. Their intention in both cases was to permit and encourage independent action within echelons and in subordinate formations.

Mission Command Today

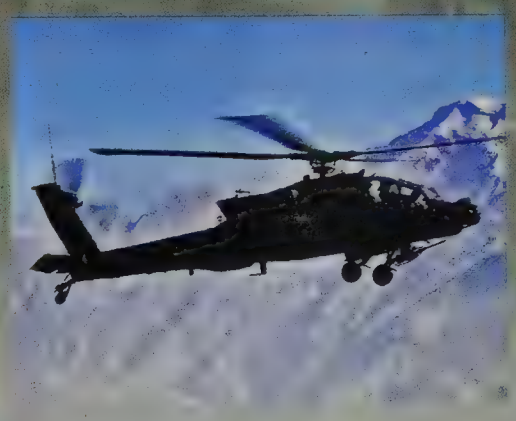
Unfortunately, so far, Mission Command has resulted in little more than names changed, signs repainted, manuals updated and software written without fundamentally getting to what GEN Dempsey had in mind. First, software engineers can always write code purporting to provide new Mission Command tools. It is easier now more than ever to confuse Mission Command with gadgets and new and better software. Worse still, Mission Command does not slow the Army's drift toward a "cult of commanders." GEN Franks recognized an imbalance between the functions of command and control, and GEN Dempsey perceived the need to encourage initiative. These worthy efforts, however, have produced an imbalance between "green tabs" who exercise the command function and those who support that function. Neither GEN Franks nor GEN Dempsey meant to replace one system that was out of balance with



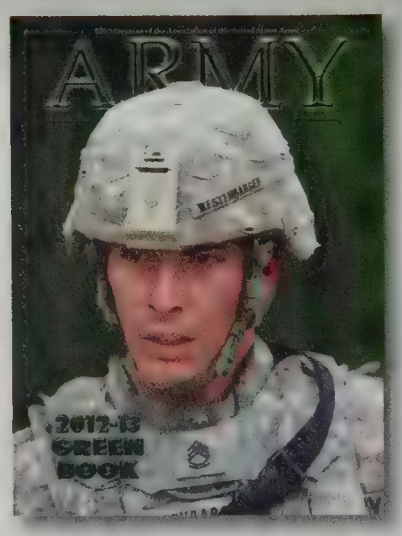
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ASSOCIATION OF THE UNITED STATES ARMY

nother, but that is what has happened. In the Army, there an be a difference between what the institution says and hat it does. In this instance, rather than producing an environment of openness and discourse in units, the Army as produced high levels of groupthink centered on all-owerful commanders.

This has produced a number of symptoms. Directed ourses of action are a strong indicator of just this problem nd are defended in the interest of time and on the basis of he wisdom of the smartest guy in the room—the commander. Directed courses of action are perfectly in accord with he letter of doctrine—visualize, describe, direct. Commanders are within their rights to do these things entirely lone, using staff to control the unit in accordance with



heir stipulated wishes, often specified in minute detail labeled as intent.

A cursory review of Army publications such as *Military Review* reveals this assertion. In virtually every edition since February 2011, when the Army issued Change 1 to FM 3-0, there has been an article devoted to some facet of Mission Command, and this does not include articles that examined communications or information-and-influence operations. They have one thing in common: They focus on commanders, not the function of Mission Command. This is arguably not what GEN Dempsey had in mind when he articulated his thinking about Mission Command.

There is other evidence of an unintended shift in focus from command and control to a cult of command. The Army finds itself struggling to understand and explain an uncommonly large number of scandals involving what the institution recognizes as "toxic leadership." A critic of this argument will assert that we had toxic leaders before Mission Command and that there are always some who will find a way to exceed their authority or take advantage of it. The question is whether Mission Command, and Battle Command before it, have had the effect of elevating commanders to the point that they perceive themselves as infallible when speaking in their role as commanders.

There is more. While asserting the efficacy of Mission Command, the Army continues to search for the means to produce better decisions and better processes for decisions. Design is one of the tools introduced recently, but design depends on discourse between the design team and the person for whom they are framing the problem. Is that truly possible in organizations that are bound by groupthink? MAJ Blair S. Williams argued in an article written for the September–October 2010 edition of *Military Review* that Army decision making is often bound by "heuristics and biases." Several of the biases he cites are the logical consequences of a system that promotes cohesive decision making. Army units and Army staffs do not select for divergent thinking. Common experience over time and talent management that is better understood as nepotism produce units that are particularly vivid reflections of their commanders. Much of what MAJ Williams is concerned about can be attributed not merely to a lack of critical thinking but also to the Army's drift toward a cult of command.

Over time, however, the means of control have improved to the point that in some ways they have constrained commanders. Put more bluntly, the communications and decision support tools began to drive commanders to behave in ways that diminished their means to command while enhancing their means to control. The means of control are how we ensure that what commanders would like to see done is done, but obviously there is tension between these two functions; unfortunately, our doctrine does not resolve that tension as it is currently written. Equally important, there is a dark side to Mission Command as it is posited in the current doctrinal statements. As currently defined with a focus on commander-centric ideas, Mission Command will tend to ensure cohesion among staffs and such deference that U.S. Army units will be inclined to a dangerous level of groupthink. Stated unequivocally, we are developing an almost cult-like focus on commanders.

Furthermore, we have asserted in doctrine that command has two components, one of which is an art and the other science. Really—command is an art? If command is an art, we should select only those officers who exhibit tal-

ent for art/command. Do we really believe we can teach art? There is no question that those with talent can be taught to be better artists, but if the analogy of command to art is valid, then we need to examine our human resources and education system, for they produce far more scientists than artists. It is unlikely that our human resource system can accommodate selection for talent in the art of command, but it is a worthy goal. The implications of reducing the complex business of command to art and science are that, although the U.S. Army has fine-tuned the capacity to develop organizations that excel at a great many things, what we are best at is groupthink. This is not something that we seek to do, but it is the logical result of what we do, if not what we say we do.



Groupthink has existed in our organizations for some time and is perfectly natural in an institution in which hierarchy is both necessary and offers advantage. When it is stimulated by an exclusive devotion to the prerogatives of command, however, it is something we should guard against. Commanders are not infallible. A philosophy of command that demands that the entire process of decision making stems from the mind of only one person fails to make the best use of the resources available. The pressure on commanders to drive operations process promotes isolation.

One way commanders have reduced the burden is through the development of commanders' initiative groups, the proliferation of which is both a symptom of the drift toward a cult of command and a major contributor to the phenomenon of groupthink. Commanders handpick the members of their groups, who, not surprisingly, become "insiders" who are even more prone to groupthink than the formal staff that is supposed to provide advice to the commander. Commanders' initiative groups often function as supra-staffs: organizations of hundreds divided into functional areas led by flag officers and sometimes driven not by the commander or even the commander's chief of staff but by fairly junior officers empowered to act on their commander's behalf. Some commanders have found it comforting to have an old friend brought on as a contractor who then assumes the role of *éminence grise*. This may well be comforting to a commander but should not become, as it has, a normal occurrence and may well be an unfortunate consequence of the useful idea of having senior mentors. The important point is that initiative groups and gray eminences (both of which are not responsible or accountable) are unlikely to challenge their commander's thinking. At best, they do little to foster interaction between the commander and the staff officers who are, in fact, responsibl and, at worst, positively ensure that the group thinks as th commander does.

The Solution

So what should be done? First and foremost, the Arm should not abandon a philosophy of command designed t encourage initiative at lower echelons of command. What i should do instead is foster the system as designed and ac institutionally to preclude commanders from circumvent ing carefully developed processes and organizations. Tha need not inhibit initiative of commanders, but it should fo cus on preventing cavalier shuffling of the deck chairs as a exhibition of power.

If modularity is how the Army will operate, then it wil need to train that way. At a minimum, every Mission Com mand training program exercise for a division headquarter should include brigades, combat, combat support and com bat service support that are foreign to the exercising divisio headquarters. For example, the 82nd Airborne Divisio should exercise operational control for an exercise over ar mored brigade combat teams and other formations that d not live at Fort Bragg, N.C. The 1st Cavalry Division head quarters should exercise with light, mountain and airborn brigade formations. Some of these brigades should be noti fied of the exercise literally at the last minute in order to tes both the brigade and division's ability to incorporate new

ormations. Why? Complexity and ambiguous situations hould force commander-and-staff cross talk. The exercise of isciplined initiative is built upon trust. Trust is built upon nowing the strengths and weaknesses of subordinate staffs nd commanders. Armywide trust, without regard to com-nunity, is possible using this approach rather than sustain-ng the remnants of the old Cold War communities.

In addition, placing commanders and staffs into exercise ituations in which both the command structure and scenar-os are unfamiliar promotes tolerance for ambiguity or at east exposes those who are unable to tolerate rapid change n unfamiliar environments. This also takes advantage of the lepth of war experience in the force and at the same time al-ows growth beyond close combat tactical experience into arger tactical, operational and strategic challenges.



Institutionally, the Army should reinvigorate what it neans to be assigned to a general's staff. Thus, Mission Command must include how the 21st-century general staff officer operates and advises the commander. Directed courses of action might work at the battalion task force evel, but they should not be the norm at higher tactical and operational headquarters. General staff officers must know how to write orders that encourage acting within the commander's intent while linking tactical success to at-aining operational and strategic objectives. All staff offi-ers must acquire an understanding of tactical operations hat includes division and even corps operations, espe-ially when every echelon of command apparently "cam-paigns." Staff officers must understand the link between unified action and unified land operations, how to war-game offense-defense-stability operations, where the tac-ics of stability operations are spelled out, and how to con-duct full spectrum operations in the homeland.

Army operations must be a combination of offense, defense, and stability or civil support operations conducted simultaneously as a part of an interdependent joint force to seize, retain and exploit the initiative, accepting prudent risk to create opportunities for decisive results. Army forces employ synchronized action—lethal and nonlethal—proportional to the mission and informed by a thorough understanding of all variables of the operational environment. We must still sequence and sustain battles and major operations, linking tactical and operational success to attaining strategic and policy goals.

Commanders also need to learn how to employ staffs beyond the tactical level. Part of the explanation for the drift toward a cult of command is that comfort level of tactical focus that Army officers develop. Frequent assignments outside one's comfort zone are crucial. The idea that an officer could serve practically his/her entire career at "Fort Anywhere" is not helpful. This promotes cohesion, which is good in a unit, but it also breeds exclusion and groupthink, which are bad in any unit and potentially catastrophic in decision making. This institutional change will be hard to achieve, as it goes against the grain of what has occurred for years, but it can—and should—be done.

The philosophy of Mission Command must empower both the commander and his/her staff. The devices related to the Mission Command warfighting function must enable both the commander and his/her staff to attain a greater degree of situational awareness and understanding in order to know when to use the reins of control. Our doctrinal manuals, training programs and military education curricula must reinforce this movement toward empowered Mission Command.

Finally, the chief way to restore the balance between command and control, and commander and staff, is for Army senior leaders to recognize the problem and support the notion that honest questions are not dissent or disloyalty. The generation of officers assuming command of brigades and battalions will command units generally laced with experienced officers and noncommissioned officers. These soldiers understand the difference between what we say we want and what we often do. They are soldiers who have been investigated or have investigated their colleagues after a combat operation. They understand the nuances of accomplishing assigned missions within significant constraint. They will happily operate within the philosophy of Mission Command if encouraged and, more importantly, supported in doing so. ★



With NIE 13.2, Mission Comman

By Scott R. Gourley

As described in the March issue of ARMY Magazine ("Mission Command Applications 'Ebb and Flow' witl Army's Network"), the evolution of the U.S. Army's Mission Command capabilities can be viewed as an "ebb and flow" between an emphasis on new hardware developments to expand and strengthen the Army network—integrated and validated through processes and events like the semiannual Network Integration Evaluations (NIE)—and an emphasis on the applications that will run over the network.

At the same time that these pages are reaching readers' hands and screens, the Army is conducting the next iteration of that network evolution, as the 2nd Brigade, 1st Armored Di vision (2/1 AD), is once again operating across White Sands Missile Range, N.M., as part of NIE 13.2.

Army communication equipment on Abrams tanks (above), Bradley fighting vehicles (opposite) and other vehicles in the fleet is being tested and evaluated this spring during Network Integration Evaluation (NIE) 13.2 at Fort Bliss, Texas, and White Sands Missile Range, N.M.

A recent visit to Fort Bliss, Texas, provided an opportunity to talk with members of 2/1 AD as well as representatives of the Army triad behind the success of NIE—the U.S. Army Brigade Modernization Command (BMC), the System of Systems Integration (SOSI) directorate in the office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology—ASA(ALT)—and the U.S. Army Test and Evaluation Command (ATEC)—about lessons learned and how they are being applied in the field.

"We keep getting better at the process and what we're looking at," said COL Beth Bierden, BMC Network Integration Division chief. "As the network becomes more stable, we can look at more than just transportation. We can look at applications and services and more at how the operators use the network as an enabler for things like Mission-Command-on-the-move, sharing information and situational awareness. We keep getting better as we go, which is a good thing."

Noting that NIE 12.2, which was held a year ago, emphasized risk reduction for the Warfighter Information Network-Tactical (WIN-T) Increment 2 system, COL Bierden said that event was largely structured around the "upper tactical Internet." Describing the ability of WIN-T to provide satellite communications down to the company level as "a tremendous improvement," she added that the subsequent NIE 13.1, in October–November 2012, did not focus on WIN-T. Instead, the event focused on the "lower tactical Internet" and "provided the opportunity to get the operators in those mobile vehicles maneuvering across the battlefield and being able to use Mission-Command-on-the-move."

"We learned a lot about Mission Command," she said. "In 13.1, we also looked at whether we might need a mid-tier [communications architecture] that would connect the upper and lower tactical [Internet]. We looked at a couple of options, and there's a new one on the horizon that will come in sometime next year. We learned that you do need a mid-tier to connect the other two tiers and have that terrestrial connectivity at the company and battalion levels—not just satellite."

Other aspects of NIE 13.1 focused on areas like air-ground integration and using aircraft as range extension platforms.

"We'll do a little bit more of that in 13.2 and continue to grow that as a requirement," COL Bierden said. "We also need to look at unit task reorganization, which is another

ontinues to Evolve and Expand





The Warfighter Information Network-Tactical (WIN-T) Increment 2 on MRAP all-terrain vehicles is scheduled to undergo a follow-on operational test and evaluation at NIE 13.2 to enable fine-tuning of communications on the move.

essential battlefield capability: how you put the right unit in the right organization to accomplish the mission."

"You could do some of that in a smaller training or test environment," said COL Rob Carpenter, SOSI director at ASA(ALT), "but part of the 'goodness' behind the NIE is that you have such a large unit spread out geographically."

"The other 'goodness' is that it's integrated," COL Bierden said. "All of the things that we are talking about will be in a capability set, and units are going to be asked to do all of those tasks. Here, we can do it all together. The operators experience that and can begin to establish TTPs [tactics, techniques and procedures] and SOPs [standard operating procedures]. Then, they are able to share that information with the soldiers taking that equipment over to Afghanistan."

COL Carpenter highlighted the fact that 4th Brigade, 10th Mountain Division, out of Fort Polk, La., has already been fielded with the NIE-validated Capability Set 13. "They are going to be configured into an SFAAT [Security Force Advise and Assist Team] formation. When they deploy, they are going to take what they learned here at NIE, with the integrated capabilities of this equipment, and they are going to fight [with] that in theater."

"The brigade combat team [BCT] is the element of combat power we deploy anywhere in the world," said COL Dave Wellons, director of ATEC's Integrated Test and Evaluation Directorate. "If we do not test the network and the soldier with his enablers as an entire brigade combat team, I do not find out the primary, secondary and tertiary effects of all of the systems on each other and how they either help or hurt our warfighter's ability to command and control, see himself, see the enemy, and make decisions. If people don't get anything else, they need to understand that we are testing the element at the unit size that we are going to deploy."

Along with the triad members, soldiers from 2/1 AD were quick to emphasize the value of the NIE process in the evolution of Mission Command capabilities. MAJ Ralph Radka is 2/1 AD's executive officer, and NIE 13.2 is his fifth exercise. When asked how past NIEs have influenced his views on the TTP and SOP processes, he said, "For me, [the most important parts were] working in TOCs [tactical operations centers] and utilizing the various ABCS [Army Battle Command Systems]; working on the integration of those systems passing information; making sure it's being tracked on different systems; and making sure it's being brought down to battalion and company levels where it is usable. In all, we have had to develop almost an entire new set of SOPs to cover the ABCS that we have."

MAJ Radka said 2/1 AD is running the latest versions of Mission Command systems like CPOF (Command Post of the Future), AFATDS (Advanced Field Artillery Tactical Data System), and DCGS-A (Distributed Common Ground System-Army). He continued, "As these later versions transmit data more frequently between each other's systems, we have to know how they pass data and understand where it is coming from. We need to be able to do that correctly so we utilize the benefit of all that data in order to make the systems work together the way they are intended to work.

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.



Stryker vehicles equipped for various missions and fitted with WIN-T are also slated to be evaluated at NIE 13.2. The semiannual evaluations allow the Army to further integrate its tactical network so Mission Command capabilities evolve efficiently and quickly.

"When people look at what we are doing now, the important thing is that there is not a definite beginning or end," MAJ Radka said. "This is a long process whereby we are bringing capability that we see in the private sector to the warfighter. This is the first stopping point at which we have a usable, functional system, but it is part of a long-term effort to continue to bring Mission-Command-on-the-move. That's a line of effort the Army needs to continue to travel along to utilize the information out there and make it usable while we are deployed in austere environments."

Now participating in his second NIE, LTC Roman Cantu, commander of 2/1 AD's 1st Battalion, 35th Armor ("The Iron Knights"), admitted that his own NIE experience to date had changed the way that he views Mission Command itself "very little. Whether a soldier is using a map and a radio or a JBCP [Joint Battle Command Platform]- and SRW [Soldier Radio Waveform]-equipped vehicle, the overarching intent of Mission Command—building those agile leaders on the battlefield and being able to adapt to situations—is probably the same," he said. "I think the differences ultimately come down to the speed of the commander's ability to make informed decisions and to publish those decisions and guidance to the formation. With the onset of Capability Set 13 and forward, I am really starting to see phenomenal leaps in my ability to get my intent down to a company commander in a very rapid manner, allowing him or her to react and execute on the battlefield.

"As the commander of a combined arms battalion, it is about my ability to re-vector combat power on the battlefield," LTC Cantu continued. "Originally, we were going from point A to point B. Now, due to some circumstance or combination of circumstances, we may need to go to point C instead, and we will need to be able to publish those changed orders in a very rapid manner."

CPT Will Branch, Charlie Company commander in 2/1 AD's 1st Battalion, 6th Infantry, is also on his fifth NIE during 13.2. He said, "Everything we are doing at NIE is to allow [the warfighter], number one, to be more agile on the battlefield. Number two, it is to allow them to be more lethal on the battlefield so that they can close with and destroy the enemy, completing their mission with a high rate of success."

CPT Branch recalled his experience as a tank platoon leader in Iraq: "There were times when I would go on patrol and I'd say, 'Hey guys, I'm going to this particular sector where I won't have communications with you via radio; it will all have to be via FBCB2 [Force XXI Battle Command Brigade-and-Below].' Now these Mission Command-equipped platforms have a great capability beyond anything we have ever seen."

Asked about her own message to deployed warfighters on the significance of the current NIE 13.2, COL Bierden said, "Because we are looking at WIN-T [again in 13.2], I think we will be able to explore and refine a lot of Mission-Command-on-the-move, including how the company commander and battalion commander maneuver and what we can learn from that perspective. We are going to see that happen because the [2/1 AD] BCT is going out, and we are going to be able to share those lessons."

COL Wellons added, "One of the other aspects that we would pass on to the soldiers who are deploying or are already deployed is that, as this equipment is deployed in their units, it will improve company-level Mission-Command-on-the-move. It will improve radio security for team leaders and above. We hope to show that we have extended the range of the soldier up through the battalion through the use of this network." ★

Early Lessons From France's Operation Serval In Mali

By Maj. Gen. Olivier Tramond
and
Lt. Col. Philippe Seigneur

Since January 11, French forces have been heavily committed in Mali, fighting the West African version of al Qaeda that threatened to expand its control over the whole country. In this landlocked country, with lines of communication extending thousands of kilometers, and in punishing heat, the French army has managed to break the backbone of al Qaeda in its mountain sanctuary. It must now secure the main towns and hand over security responsibilities to Malian and African-led International Support Mission to Mali (AFISMA) troops.

This article will explain how and why the French army intervened so quickly, and what lessons we have learned.



ECPAD/Sirpa Air et Sirpa Terre

During France's Operation Serval, right, launched in January against al Qaeda in the Islamic Maghreb in the West African nation of Mali, legionnaires of the 2nd Foreign Legion Parachute Regiment search for jihadists in a rock-strewn valley of the Ifoghas mountain range. Top right, a 155 mm truck-mounted CAESAR howitzer pounds insurgent positions in the Ifoghas.



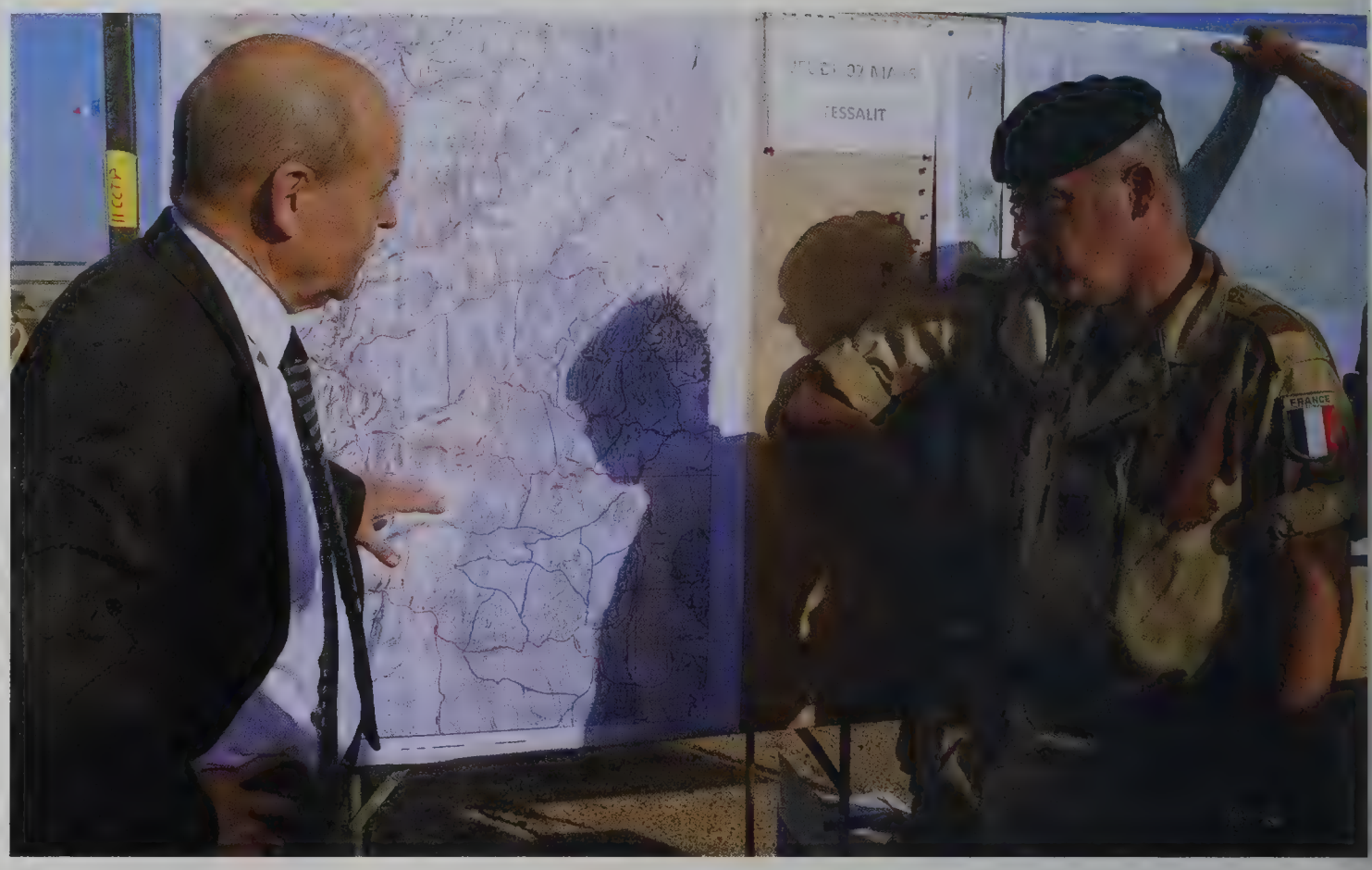


The Road to Intervention

France has a peculiar position in sub-Saharan Africa. Strong political, diplomatic, economic and strategic ties between France and its African partners have resulted in a large expatriate French community, which has been the objective of many noncombatant evacuation operations (NEOs) in the past. The sight of French troops securing airports and rescuing civilians has become familiar to anyone experiencing political turmoil in Africa. Operation Serval, however, is quite different from a traditional NEO.

Mali began to spiral out of control in January 2012. A secular Tuareg independence movement called the National Movement for the Liberation of Azawad, with an Islamic offspring led by Tuareg rebel forces, managed to take control of the main towns north of the Niger River. Soon, local and Algerian jihadists of al Qaeda in the Islamic Maghreb joined them. During the first half of 2012, they extended their harsh rule over half of Mali. They imposed strict Shariah law, destroyed local Sufi shrines and displaced more than 400,000 people.

Interim Malian President Dioncounda Traoré was as hampered as his predecessor, Amadou Toumani Touré, who had been ousted by a coup d'état in March



Brig. Gen. Bernard Barrera (right), commanding officer of the Serval Brigade, briefs French Defence Minister Jean-Yves le Drian on the ground situation in Mali. Operation Serval, unprecedented in scope, volume and nature, was composed of three phases—block, drive back and clear.

2012. The international community watched helplessly, with U.N. Resolution 2085 calling for an African-led force to help the Malian army restore the territorial integrity of its country under civilian rule.

Opinions differ as to the validity of such a concept, but one thing was certain: It would take time. On January 8, however, the jihadists moved in large columns of pickups south of the Niger River toward Bamako, the Malian capital, and took the city of Konna on January 10. Nothing stood between them and the capital. Swift action was necessary to prevent them from taking over the entire country. This was when France stepped into the fight.

France's Dual-Stage Quick Reaction: Pre-deployed Troops in Africa and a Quick Reaction Force Brigade in France

The first blow came from a Special Forces aviation unit stationed in the neighboring country of Burkina Faso that destroyed a column of pickups on January 11. French elements from Chad, the Ivory Coast and Senegal were sent in a contingency effort to secure Bamako, thus forming the first battle group. Three weeks later, a whole brigade seized the Malian towns of Timbuktu and Gao, combining ground movements, airdrops and air assaults.

In March, with the help of Chadian troops, French airborne and armored units began clearing the terrorist sanctuary in the Ifoghas mountains. They are now ensuring that vital cities and infrastructures can withstand attacks by terrorists, who have vanished into the countryside in order to regroup and attack with near-suicidal determination. Some engagements finish within hand grenade and pistol range.

Lessons Learned

This operation is unprecedented in scope, volume and nature, and bears little resemblance to those conducted in Afghanistan. The first reports are still being studied, and few lessons can be fully and formally analyzed from them, but many previous lessons learned have been fully implemented in Mali. For the sake of clarity, we will look at these issues following the standard NATO staff functional numerical order, which derives from the World War I French staff "bureau" system.

■ *Personnel.* The French army has been an all-volunteer force since 2001. All of its units have combat and deployment experience either in combat operations or brief missions in Africa, Afghanistan, the Middle East or the Balkans. Troops have developed an expeditionary mentality and a culture of make-do, called *système D* (derived from *débrouille*, meaning "resourcefulness").

The freedom of action given by French political leaders enabled a cohesive force of 4,000 soldiers to be deployed without cutting or contorting units to remain below an arbitrary troop cap.

■ *Intelligence.* French and allied intelligence assets have been following known terrorist groups in the North African Sahel region for years, tracking their connections with al

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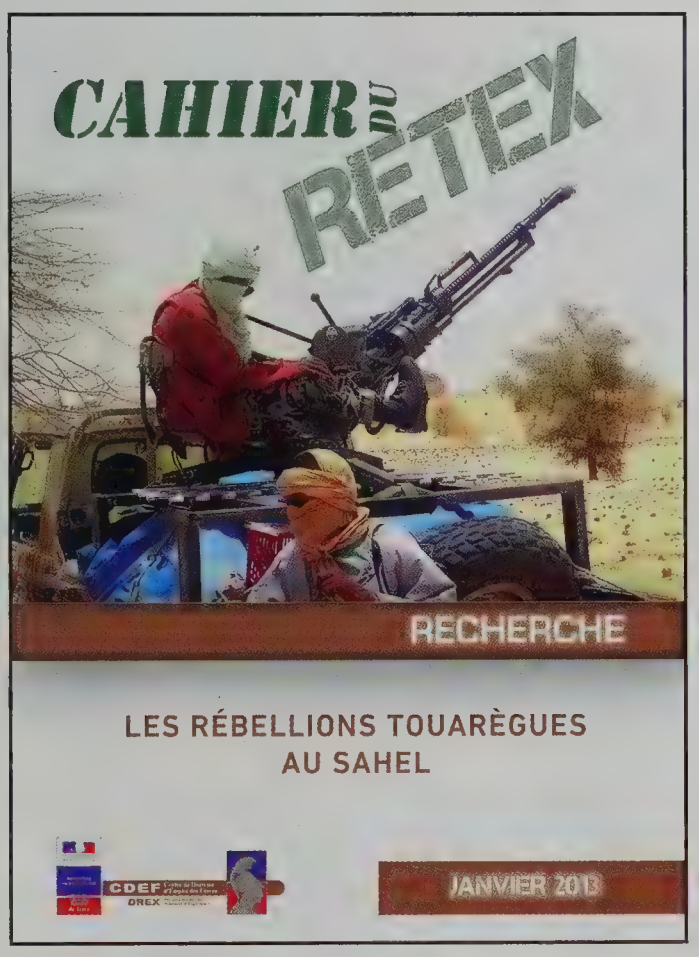
Maj. Gen. Olivier Tramond *is the commander of the Centre de Doctrine d'Emploi des Forces (CDEF), the French Army Combined Arms Center in Paris. As an airborne marine infantryman, he took part in many operations in the Balkans, the Middle East and Africa, and has served in staff and command assignments from the political level in Paris to the operational level in the Pacific.* ***Lt. Col. Philippe Seigneur*** *is a staff officer in the Lessons Learned department of the CDEF. He served as an infantry field grade officer in Bosnia, Chad and the Ivory Coast before occupying international staff positions from Germany to Afghanistan.*

Qaeda and monitoring hijacker activity. Since January, joint intelligence collectors—including satellites, naval maritime patrol aircraft, U.S. Air Force unmanned aerial vehicles, and the U.S. Army's human intelligence and signals intelligence units—have focused on Mali. This cooperation proved crucial in providing targets for the first air strikes that paved the way for ground troops to advance along the Niger River. It also helped pinpoint defensive positions in the Ifoghas mountains before the assault.

■ *Operations*. Operation Serval consisted of three phases: block, drive back and clear. The first battle group blocked and drove the jihadists away from Gao and Timbuktu under continuous air cover, following special operations forces, which secured the most important objectives. AFISMA units, in turn, relieved them.

The brigade reached its full operational capacity in early February and started clearing jihadist sanctuaries in the Ifoghas mountains and around Gao. The first objective, with the help of 1,500 Chadian troops, was secured under appalling conditions against a fanatical enemy. The jihadists, however, seemed to understand that they stood no chance in pitched battle, even in a remote mountain sanctuary. They resorted to hit-and-run tactics around Gao and in Timbuktu, saving their manpower and prolonging insecurity.

■ *Logistics*. In terms of supply, allied contributions helped bridge the major French gap in strategic and tactical transport aircraft at the beginning of Operation Serval. Given the huge distances between units, all classes of supply needed to be managed cautiously. The new French joint logistics system showed its limitations during this test, but Army logisticians worked around the clock and managed to move mountains.



French Army forces in Mali used a lessons-learned booklet about the Tuareg insurgency issued in early January by the French Army Combined Arms Center.

Concerning maintenance, the reliability of legacy armored vehicles, such as the *Engin de Reconnaissance à Canon de 90* (armored cars), *Vehicule de l'Avant Blindé* (personnel carriers) and *AMX-10RC* (light tanks), was tested by distance, with good results. The brand-new *vehicule de combat d'infanterie* (infantry fighting vehicle) made its combat debut in Gao after a 3,000-kilometer road march from the seaport of debarkation in Senegal. In this theater, strategic mobility was essential, and wheeled vehicles were particularly suited to the task.

In addition, from individual kits to forward-deployed lifesaving modules, medical equipment has considerably improved because of lessons learned in Afghanistan. Doctors and medics were integrated into every company in order to treat the wounded as soon as possible.

■ *Planning, command and control (Mission Command at its best)*. A contingency plan in support of AFISMA was drafted in 2012, but it was never implemented. Fortunately, the G5 of the French land forces command recently revised its standing contingency deployment plan called *Guépard*, French for "cheetah," with a mechanized brigade on high readiness backed by an airborne emergency element. These units reacted accordingly and were in-country within three weeks. The three phases of the operation were clear right from the start and gave enough latitude to tactical commanders. Initiative at the tactical level was the key to success.

■ *Signals*. The huge dimensions of the Malian theater are well beyond the theoretical area of operations for a single brigade. The broadband global area network and other satellite communications systems proved indispensable but are not in the standard army inventory and cannot be used on the move. Plans are under way to develop this capacity at the company level.

■ *Training*. Training in Africa and lessons learned in combat in various theaters, including Afghanistan, gave French troops an edge. The French Combined Arms Center issued a provisional doctrine on desert warfare in conjunction with a "lessons learned" booklet on Tuareg rebels in January. The effort gave rise to crucial decisions in equipment modifications and supply choices.

■ *Civil-Military Cooperation*. The long-standing presence of French advisors in Mali was interrupted by the coup d'état in March 2012. Operation Serval enables the resumption of military cooperation with a solid understanding of the operational environment. The challenge will be for the Malian army to restore human and territorial integrity to Mali.

* * *

Operation Serval was unprecedented in its speed, number of troops and distances involved. It showed the determination, ruggedness and resourcefulness of French troops living and fighting in austere conditions. It also showed that a "light footprint" strategy cannot be used everywhere. In Mali, boots on the ground were necessary to successfully close with and destroy such a fanatical enemy.

The next phase will see the hand over of routine operations to European Union-trained Malian troops, helped by AFISMA and French units for an undetermined period of time. But that, as Rudyard Kipling said, is another story. ★

A Museum for the U.S. Arm

Conceptual rendering courtesy of Skidmore, Owings & Mer



By Dennis Steele
Senior Staff Writer

Events and circumstances united Joe Mantegna, an accomplished actor, and the campaign to build the National Museum of the United States Army.

"People call it serendipity," Mantegna said, "but really, that's just a way of saying that things happen for a reason."

Early last summer, Mantegna was named spokesman for the National Museum of the United States Army project. The road that led him there started during World War II, landed him on the Memorial Day Concert stage on the U.S. Capitol grounds and, ultimately, to the purchase of a commemorative brick that will be part of the entrance path to the Army Museum, indicative of his volunteer work to help make the project a reality.

An artist's rendition, top, depicts the main entrance to the National Museum of the United States Army.

nd a Brick for Uncle Willie

Mantegna currently stars in the long-running television series *Criminal Minds* as Senior Special Agent David Rossi of the FBI Behavioral Analysis Unit, an elite eam of criminal profilers who handle the agency's toughst cases. Since 2002, Mantegna has been connected with he annual Memorial Day Concert, and he has been hostng or co-hosting the event since 2005, when the previous ost, acclaimed actor Ossie Davis, passed away.

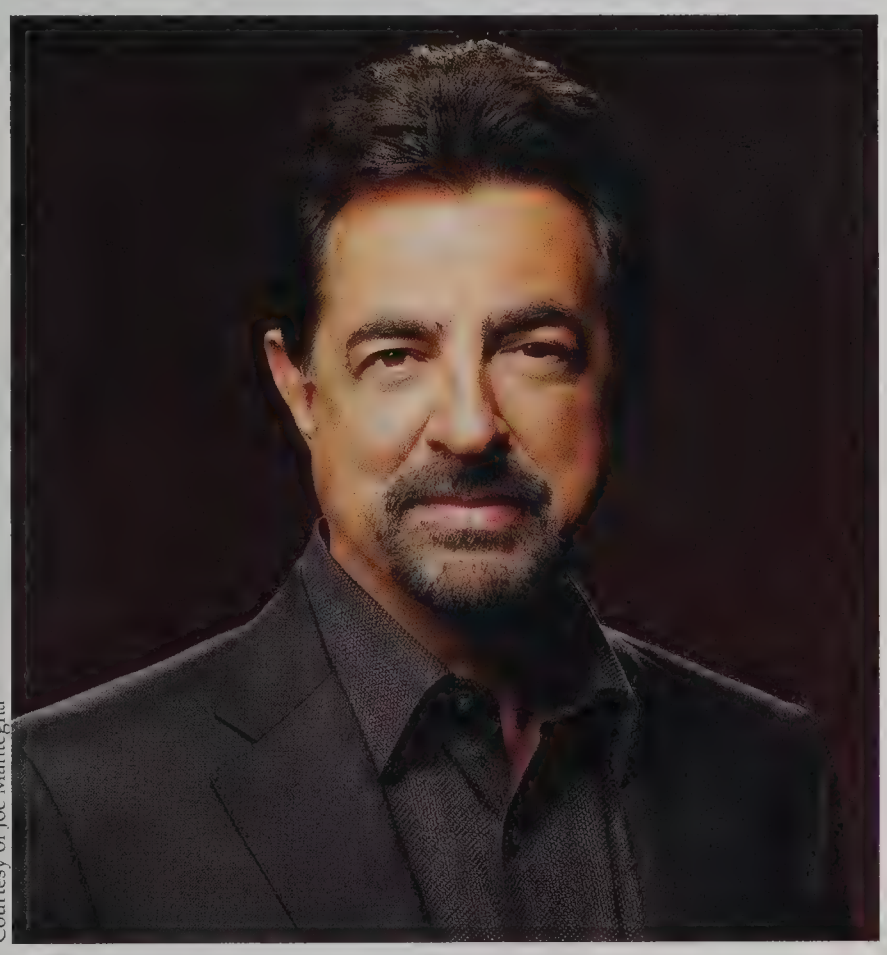
It was on the concert stage in 2002 that Mantegna said he ad a life changing experience. It was he Memorial Day Concert following he 9/11 attacks, and he was narrating memorial sequence for New York ity firefighters who died while tryng to save others in the World Trade enter.

"About 300,000 people were watchng from the lawn of the Capitol, and illions of others were viewing on elevision," Mantegna recalled. "Readng the narration about these American eroes, suddenly I was consumed by he gravity of the moment—the meanng of it, the importance of it. It's hard o explain, but it hit me, and when I vas finished I was emotionally and hysically drained. I was weak, shakng, and I had to inch my way down he stairs leading from the stage, graspng the handrail to steady myself so I ould reach the bottom. That was my irst year at the concert, and the result vas that I knew that I somehow had to ontinue to be part of the event to help onor our American heroes … particuarly to honor the people who have nade up our military since the [foundng] of this country because without hem, we would have nothing … none f the freedoms, none of the opportuities, none of the things that we take or granted. Without the service and acrifices that won the Revolutionary War and continue today, we would ave nothing. It's just that simple."

Like every good Hollywood tale, here is a backstory.

When World War II started, Mantegna's family was settled in Chicago. His father was sick, suffering from chronic tuberculosis—"so sick that I am lucky to have been born." His father could not serve in the military, but several uncles joined or were drafted, two in the U.S. Marine Corps, two in the U.S. Army Air Corps and another in the ground forces of the U.S. Army—William Novelli, whom Mantegna calls Uncle Willie.

With the introduction of Uncle Willie, another layer of serendipity comes into play. Novelli was a sergeant in 1944, serving as the squad leader of a mobile radar unit in the

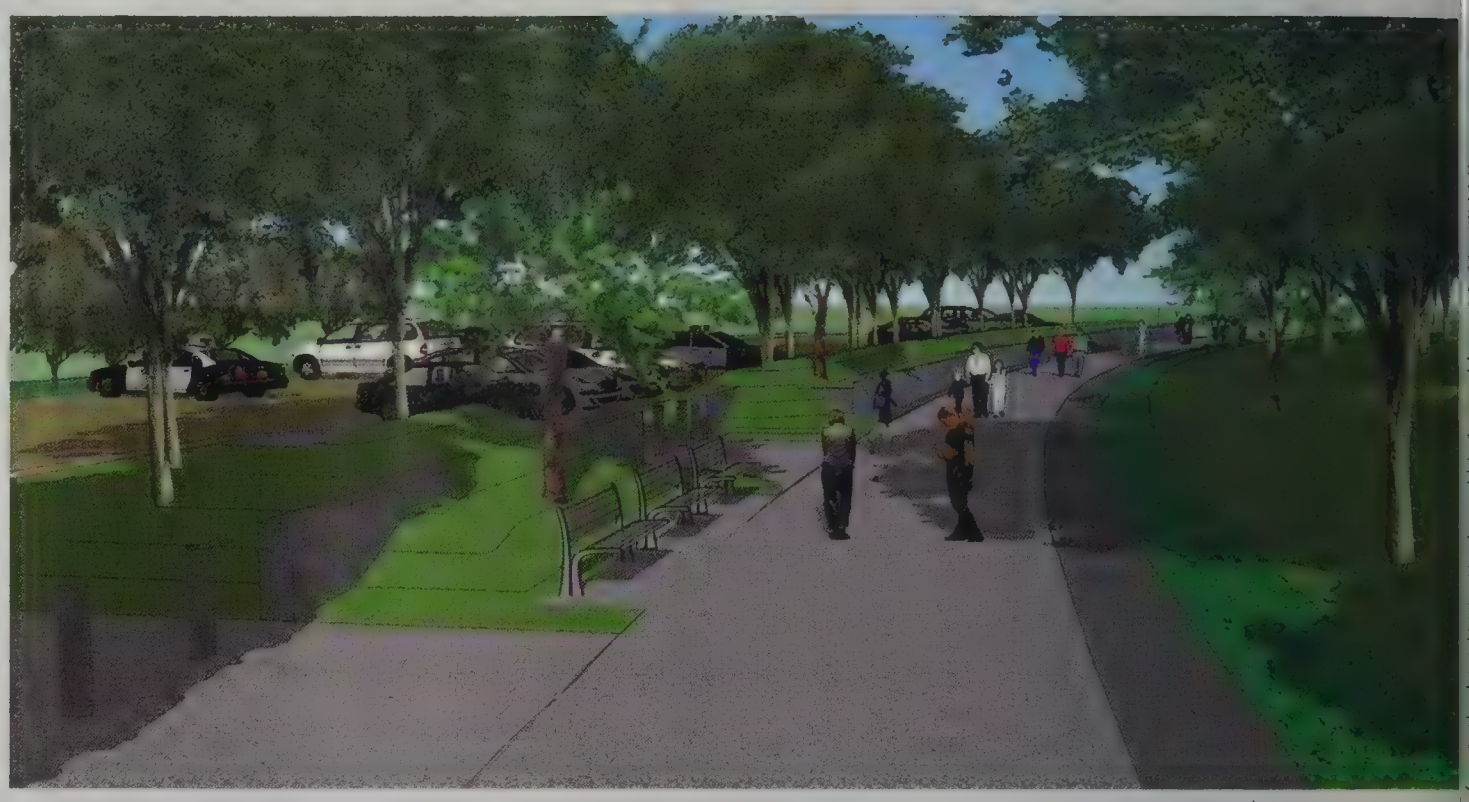


Courtesy of Joe Mantegna



Army Historical Foundation

Joe Mantegna, left, is the national spokesman for the museum project. Below (left to right), William (Uncle Willie) Novelli, BG Creighton W. Abrams Jr., executive director of the Army Historical Foundation, and Mantegna.



Memorial bricks dedicated to individual soldiers will be inset along the "Path of Remembrance" leading from the parking area to the museum's main entrance.

563rd Signal Aircraft Warning Battalion, which landed in France on D-Day+20. The unit was attached to the 4th Armored Division under GEN George S. Patton Jr.'s Third Army when it swiveled out of an ongoing fight in France and headed toward Belgium to relieve Bastogne during the Battle of the Bulge.

A lead element for the 4th Armored Division was the 37th Tank Battalion, which would be the first in Bastogne through a daring final push ordered by its commander, then-LTC Creighton W. Abrams, an esteemed Army leader who, decades later, commanded the Military Assistance Command-Vietnam and went on to serve as U.S. Army Chief of Staff.

Today, his son, BG Creighton W. Abrams Jr., U.S. Army retired, serves as executive director of the Army Historical Foundation, which leads the effort to fund and build the National Museum of the United States Army. The foundation was searching for a spokesman to help propel the funding campaign, and BG Abrams sought Mantegna as a potential candidate. According to BG Abrams, Mantegna stood out because of his long-standing support for America's military, his professional standing, and his work with the Memorial Day Concert.

"Joe was simply a very good fit, and I was struck by his sincerity," BG Abrams said. A meeting was set up, and Mantegna brought Uncle Willie, now 90 years old.

"Because he was with the 4th Armored Division, Uncle Willie was absolutely thrilled to meet Abrams' son, and the meeting was one of the few times Uncle Willie talked about his own World War II experiences," Mantegna r called. "It not only increased my appreciation for Unc Willie's service; it increased my appreciation for ever American's military service."

The match was made, and Mantegna enthusiastically en braced the effort.

"Like I said, to me it was serendipity," he explaine "Things led me there."

Today, Mantegna calls the effort to fund and build th museum "a passion … I'm really just contributin whatever name recognition that I have to the cause. M responsibility is to go around and talk with people, to g individual and corporate sponsors to join the effort."

So far, he has recorded a number of radio and televisio public service advertisements to gain public attention fo the Army museum, and other projects are planned.

And Uncle Willie got a brick.

Mantegna purchased a commemorative brick that will b part of the museum and honor Uncle Willie's service for th life of the museum. It reads:

William J. Novelli
World War II
Chicago, IL

It will join thousands of others that will be inset along th "Path of Remembrance" section of the museum durin construction. The path will lead visitors from the parkin area to the main entrance, honoring veterans for their se vice and setting the overall tone of the museum—recogn tion of the service of individuals in the collective histor and wider contributions of the U.S. Army to the people the United States.

BG Abrams said plans call for the museum groundbreal ing ceremony to be held in 2014 with a target opening i 2017, "depending on the construction schedule and func raising."

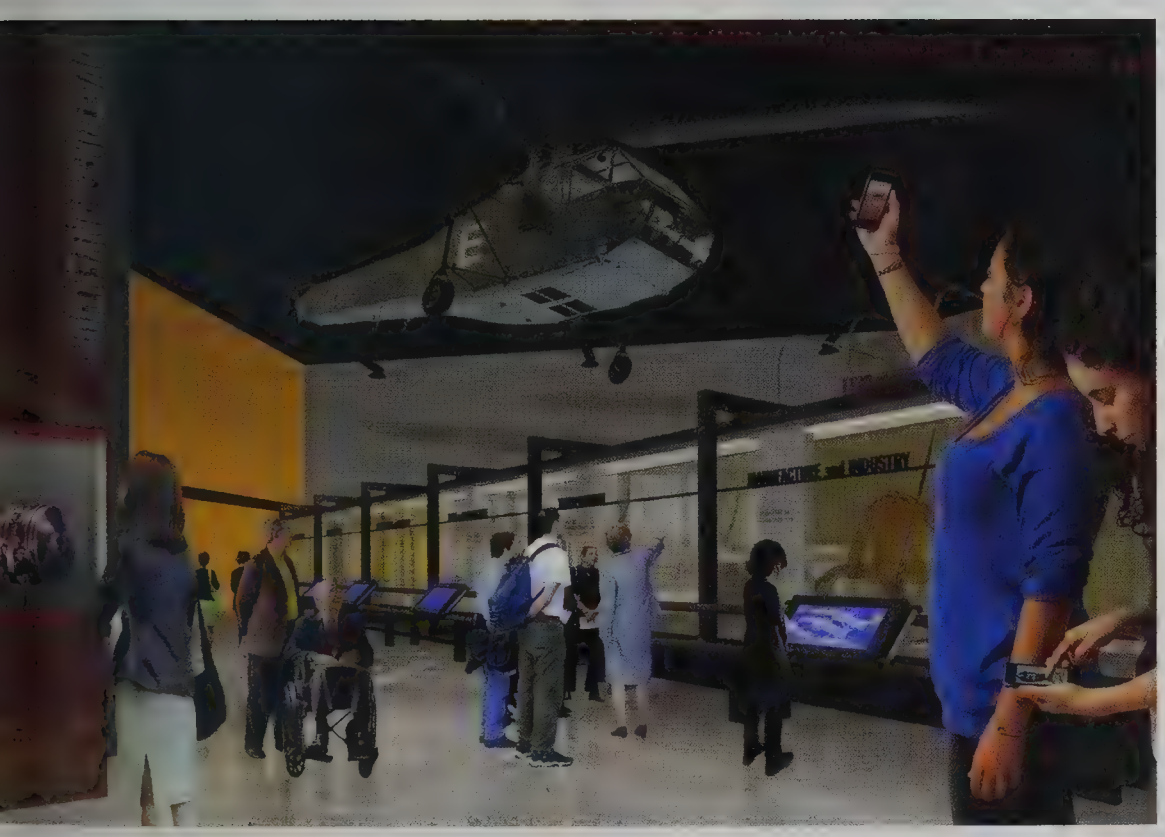
About $68 million has been raised thus far toward th $175 million target.

How to Help

The Army Historical Foundation recently launched a commemorative brick program to help pay for the museum. More information is available at the foundation's website at www.armyhistory.org/bricks or by phoning 855-ARMY-BRX.



Left, the "Wall of Remembrance" depicted in an artist's rendition. The black marble wall will be etched with the names of all the U.S. Army's campaigns. Below, a depiction of the "Army in Society" gallery.



The site has been selected and approved. The museum will occupy 41 acres on the northern side of Fort Belvoir, Va., with its own public entrance to facilitate accessibility.

According to the plans, a ceremonial parade ground will flank the main building, which will have an interior space of about 185,000 square feet. The museum is slated to consist of three main lower-floor galleries.

The first gallery, which starts at the entrance, continues the theme of individual service that begins with the commemorative bricks outside. It presents a sequence of 42 soldiers' stories from the span of Army history. These displays will be adjacent to a massive black marble wall named the "Wall of Remembrance," with all of the Army's campaigns and campaign streamers etched on its face, and set against a backdrop of "The Soldier's Creed."

The second gallery differentiates the National Museum of the United States Army from other military museums, according to BG Abrams. Named the "Army in Society" gallery, it will depict the U.S. Army's collective impact on social and cultural areas and advancements in science, technology and medicine, along with examples of American society's support for the Army.

The third gallery—"Fighting for the Nation"—comprises six sub-galleries that depict the Army in wartime from the American Revolution to "Uncertain Battlefields" that extend from the period of the 9/11 attacks into the future.

The museum also will contain a learning center. In particular, it is designed for middle school-aged students and integrates collaborative and competitive problem solving challenges in geography, science, technology, engineering and mathematics.

Other features of the museum's plan include an Army Theater, where visitors can see a 15–20 minute introductory presentation; a Veteran's Hall, which can accommodate special events; and on the museum's rooftop, a Medal of Honor Garden will honor Army recipients of the nation's highest award for valor.

The plans are ambitious, but as BG Abrams put it, "A great Army deserves a great museum." ★

U.S. CAPABILITY TO ELIMINATE CHEMICAL WEAPONS

By COL John Lemondes

The proliferation of weapons of mass destruction (WMD) permeates the international stage, and the United States must be prepared and organized to counter and operate when confronted with these threats. The United States has already destroyed a significant amount of stockpiled and recovered chemical warfare materiel (CWM). By using the existing operational capabilities of the U.S. Army 20th Support Command (Chemical, Biological, Radiological, Nuclear and High Yield Explosives—CBRNE), CWM elimination (CWM-E) and operational integration capabilities gained through previous successes, the United States can be prepared to address the emerging threats of chemical weapons from countries that are not signatories of the Chemical Weapons Convention (CWC) treaty.

The organizational framework necessary to execute CWM response and destruction operations is in place and positioned to apply the requisite skills and capability for CWM elimination. Combatant commanders spearhead this effort by leading the execution of plans to meet emerging CWM threats. Organizational elements supporting those plans include the U.S. Strategic Command (STRATCOM), the Joint Program Executive Office for Chemical and Biological Defense (JPEO-CBD), and Army elements such as 20th Support Command, which collectively constitute the life-cycle CWM-E capability. For the past 30 years, the United States has invested in science and technology, and has demonstrated assessment, response and destruction capabilities that solidify the nation's expertise in eliminating CWM. By using these investments, the United States is positioned to bring these capabilities to bear to address identified CWM threats as part of a global response.

The core capabilities to address CWM threats have been demonstrated in the United States by a specific assembly of established organizations. These elements of the CWM-E framework have established roles and defined processes that are effective in executing elimination operations worldwide. Each organization contributes a vital and complementary function in providing the operational capabilities required to assess and destroy chemical weapons.

The geographic combatant commands (GCC) are responsible for theater planning and engagement. The operational Army relies on the teamwork of multiple organizations to provide equipment, training, and technical and stra-



Several organizations provide the primary U.S. chemical warfare materiel elimination capability.

egic advice to address CWM threats. he Army service component commands provide skilled manpower and quipment to execute operations and ddress CWM threats.

STRATCOM has the lead role in identifying the strategic approach and available options that can be used as a "playook" by combatant commands (COOM). They have weapons of mass destruction elimination (WMD-E) responibility to synchronize and integrate reional plans for combating WMD. TRATCOM identifies gaps and advoates for capabilities to address CWM hreats. Within STRATCOM is the tanding Joint Forces Headquarters for limination (SJFHQ-E), which proides a full-time, trained joint comand and control element that can uickly integrate into a GCC's structure to provide WMD-E expertise in lanning, intelligence and operations. he SJFHQ-E is a scalable, flexible and eployable capability that can augment a GCC or existing joint task force TF) headquarters staff, or be attached o a GCC as the core of the headquarers of a JTF established for elimination. The development of materiel soutions to alleviate capability gaps is arried out by JPEO-CBD.

As the materiel solution provider to combatant commands, JPEO-CBD serves as the joint services' primary ource for research, development, acquisition, fielding, and ife-cycle support of chemical and biological defense quipment. The JPEO-CBD manages and directs the acquition and fielding of the technology and equipment COCOMs need to respond to CBRNE threats.



U.S. Army



U.S. Army

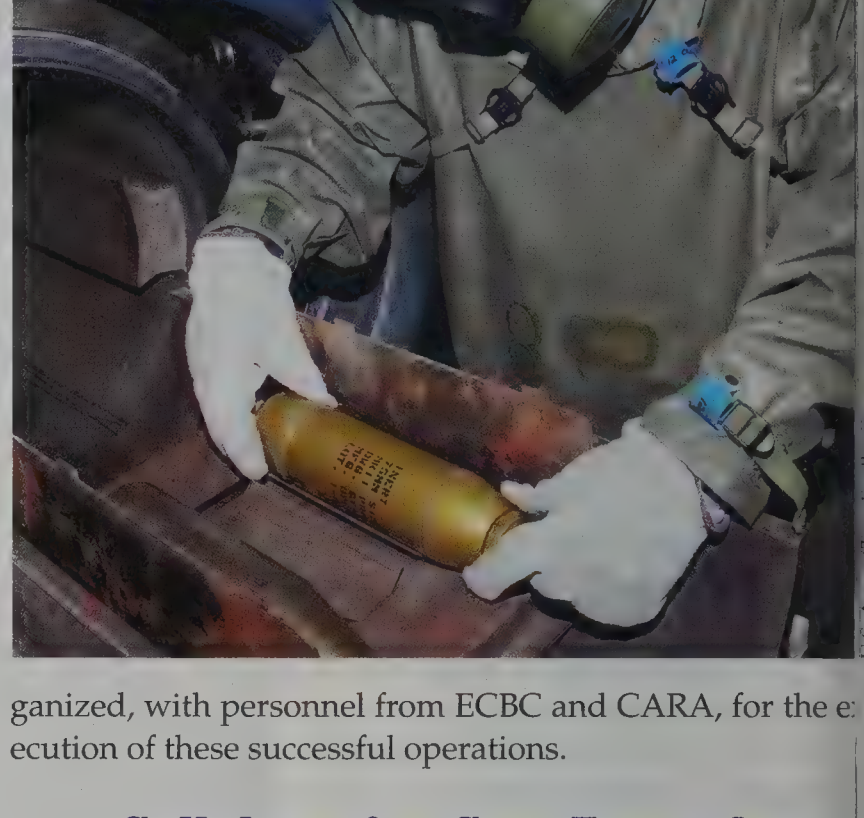
Left, workers in the field wear protective suits, gloves and shoes. Below, in 2010 the U.S. Army Chemical Materials Activity completed its mission to destroy more than 1,200 munitions, such as a German Traktor *rocket captured during World War II, at Pine Bluff Arsenal, Ark.*

The Army is the DoD executive agent for chemical weapons response and destruction, and maintains equipment, training, facilities and intellectual capital. Utilizing the joint capabilities ntegration development system, the Army looks at possile solutions by combining doctrine, organization, training, materiel, leadership and education, personnel, and failities. U.S. Army Forces Command supplies COCOMs vith requisite operational forces, including the 20th Support Command (CBRNE), with the CWM response mission part of the joint task force for elimination.

U.S. Army Training and Doctrine Command builds and integrates a versatile mix of capabilities, including the U.S. Army Chemical, Biological, Radiological and Nuclear (CBRN) School, which provides CBRN training to joint and international troops and provides instruction regarding Army doctrine. The Chemical Materials Activity (CMA) is actively engaged in CWM elimination operations, demonstrating destruction of large inventories and response to smaller recovered quantities. Under U.S. Army Materiel Command (AMC), the Army executes research and development to produce equipment and processes used in the destruction of chemical weapons. AMC further provides logistics support to equip and supply operational elements, such as 20th Support Command (CBRNE).

Through CMA, the Army possesses significant CWM experience in assessment and destruction operations from small recovered quantities to substantial stockpiles containing millions of munitions and tons of bulk agent. CMA has built the capability for assessment and destruction of a broad range of chemical agents and configurations through successful and safe execution of the demilitarization mission, eliminating more than 27,000 tons of stockpiled and recovered chemical agent and munitions, and ensuring that

COL John Lemondes *is the project manager for chemical stockpile elimination with the U.S. Army Chemical Materials Activity. His previous assignments include service in the Army Research Office and the Joint Program Executive Office for Chemical and Biological Defense. A graduate of Pennsylvania State University, he has a master's degree in public administration from Syracuse University.*



An Explosive Destruction System worker secures a chemical munition during an operation at Dover Air Force Base, Del., last September.

the United States met the guidelines of the CWC treaty milestone of April 2012. CMA operations have built significant intellectual capital, materiel capabilities, and an industrial base by implementing incineration, neutralization and detonation technologies.

The Chemical Materials Activity chemical warfare materiel elimination enterprise has met challenges of emerging threats and adapted approaches and technologies to address those threats. After the events of 9/11, CMA was agile in adjusting the program course to accelerate agent destruction efforts and use industrial base processes for waste disposal to reduce agent storage risks. Similarly, to address munitions configuration anomalies and evolving regulatory requirements, CMA implemented complementary destruction processes to ensure compliance with the CWC treaty milestone. CMA continues to coordinate with other Army organizations that operate CWM elimination equipment, thereby maintaining the capability to respond to recovered munitions.

The 20th Support Command (CBRNE) supports the chemical weapons assessment, response and destruction enterprise, integrating with the JPEO-CBD and combatant commands. Its subordinate elements include the 48th Chemical Brigade, the 52nd Ordnance Group (Explosive Ordnance Disposal—EOD), the 71st Ordnance Group (EOD) and the CBRNE Analytical and Remediation Activity (CARA). The 20th possesses scalable capabilities and technologies as well as expertise, training, incident management and analysis, detection, monitoring, assessment, disablement, escort, and elimination. The 20th Support Command (CBRNE) has the ability to exercise command and control of specialized CBRNE operational forces to reinforce a lead federal agency or joint task force under the direct operational control of a ground component commander.

The AMC element under U.S. Army Research, Development and Engineering Command (RDECOM), the U.S. Army Edgewood Chemical Biological Center (ECBC), and CMA conduct research and development to meet defined requirements for CWM response and destruction capabilities. Ongoing activities sustaining destruction capabilities include producing agent and surety standards, developing decontamination methods, researching applicable toxicology, operating mobile equipment supporting field response exercises and operations, and assessing destruction technology.

The ECBC and CMA work with CBRN response organizations such as 20th Support Command (CBRNE) and elements of the JPEO-CBD in field response operations. This experience includes: recent support to the Australian Ministry of Defence chemical material remediation project in Columboola, providing support to assess and destroy 144 recovered chemical munitions; the assessment of munitions in Okinawa, Japan; and the assessment of the removal of recovered chemical warfare materiel in the Philippines. CMA was the lead organization for all assessments and tasks organized, with personnel from ECBC and CARA, for the e: ecution of these successful operations.

Collaboration Case Example

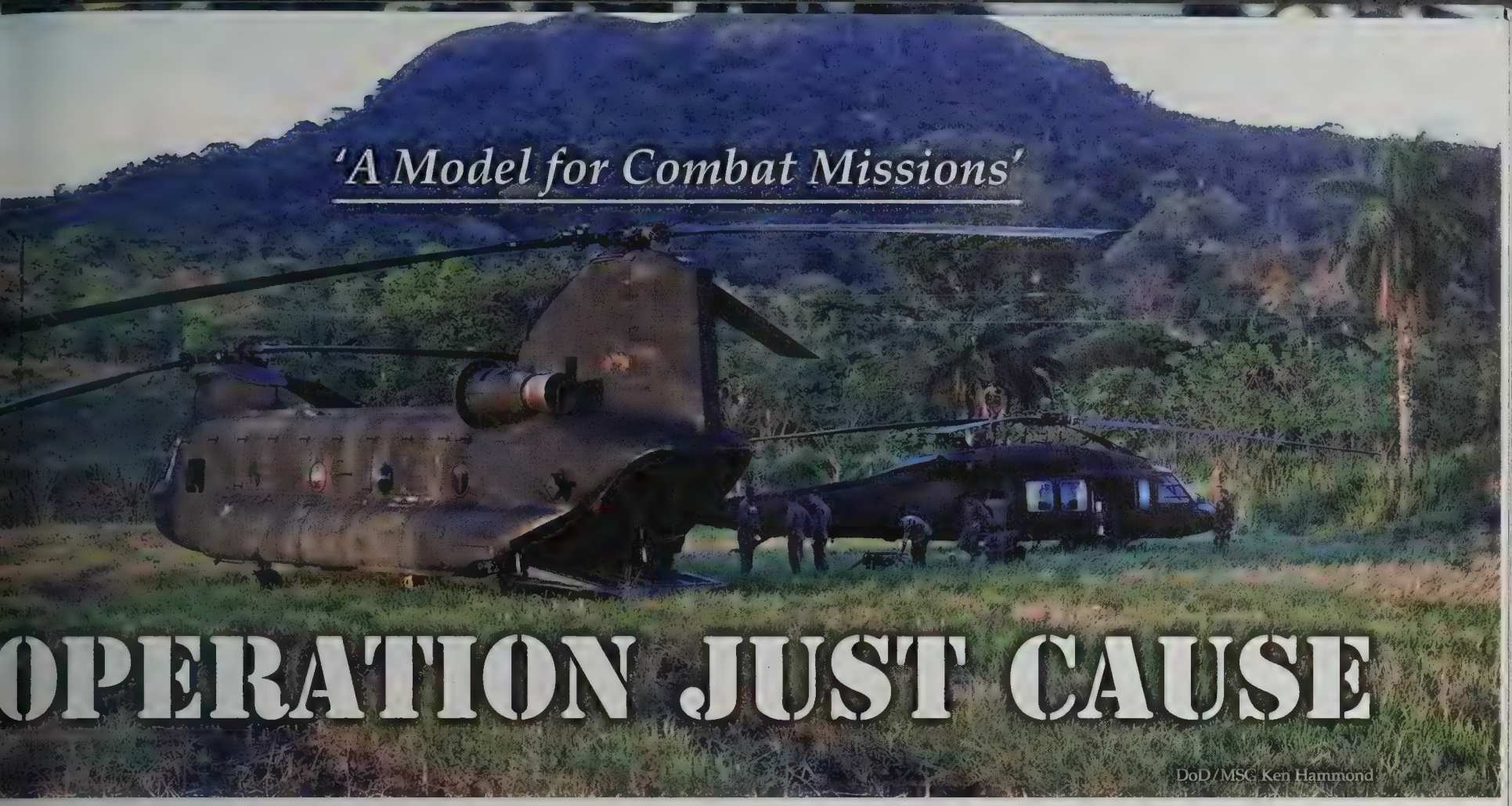
The coordinated efforts of CBRNE Analytical and Rem diation Activity (CARA), U.S. Army Edgewood Chemic Biological Center and CMA executed the mission of d stroying 1,200 recovered items at Pine Bluff Arsenal, Ar CARA safely assessed and transported the chemical mun tions, and the CMA's explosive destruction system equi ment was used for the destruction process, operated b ECBC. CMA also provided overarching integration to e sure the operations met environmental, safety and treat commitments. The joint team destroyed recovered rounc ranging from 4.2 inch mortars to German *Traktor* rocket Aligning multiple organizations' resources to safely ha dle and transport the munitions, operate destructio processes, and integrate operational activities such a agent monitoring, treaty verification and program ma agement required an immense amount of collaboration.

What's at Stake?

The United States has credible experience eliminatin chemical weapons of mass destruction. The global demil tarization environment is still precarious, however, and th risks posed by proliferation of these dangerous weapor have increased with the instability of governments. The e: isting CWM-E infrastructure effectively addresses curre requirements and is positioned to address expanded r quirements. Meeting evolving requirements for a time-cri ical response, however, requires continued organizationa and resource commitments, along with considerations c appropriate organizational alignment, equipment an technological skill to be ready to respond effectively t these emerging threats.

'A Model for Combat Missions'

OPERATION JUST CAUSE



DoD/MSG Ken Hammond

A UH-60 Black Hawk helicopter, right, awaits refueling while sitting next to a CH-4 Chinook helicopter on a field during Operation Just Cause, January 1990. Both aircraft are from the 1st Battalion, 228th Aviation Regiment.

Launched in December 1989, Operation Just Cause is regarded as one of the largest single contingency operations since World War II. In less than a month, U.S. forces took down Panama's military leader, estored democracy, and defeated the Panamanian Defense Forces (PDF) and Dignity Battalions. With five clearly defined objectives and a strategically planned surprise intervention, Just Cause was quickly marked a success and has erved as a model for combat missions.

In the late 1980s, the United States' relationship with Panamanian military dictator Gen. Manuel Antonio Noriega intensified as accusations of murder and drug trafficking became clear. Noriega was indicted on charges in February 1988, and soon afterward, plans were drafted for Operation Blue Spoon, which called for a gradual buildup of 22,000 U.S. troops in Panama over the course of 22 days. Tensions between Noriega and the United States intensified over the next two years. On May 7, 1989, anti-Noriega candidates won the presidential election and were beaten up by Noriega supporters as a result. Noriega then called the elections null, claiming international interference, and put himself into power. To show his resilience against pressure to step down, he and his forces increased harassment of U.S. military personnel and noncombatant civilians.

As safety concerns for American citizens and troops in Panama grew, Operation Blue Spoon was revised in October 1989 by GEN Colin L. Powell, chairman of the Joint Chiefs of Staff. Under the new plan, a total of 27,000 troops would be sent into Panama over the course of a few days, as GEN Powell felt that a massive intervention using a surprise element would minimize the amount of time the PDF would have to seize American citizens. The objectives to be secured during the mission were thoroughly defined and targeted:

- Protect U.S. lives and key sites and facilities.
- Capture and deliver de facto military dictator Gen. Noriega to competent authority.
- Neutralize PDF forces and PDF command and control.
- Support establishment of a U.S.-recognized government.
- Restructure the PDF.

With training well under way, exercises for troops already in Panama often took place at or near the intended targets. Night training, use of night vision goggles, and thorough knowledge of the terrain and targets later proved especially useful.

In December 1989, the Panamanian National Assembly named Noriega "maximum leader" of Panama and said it was in a state of war with the United States. In the days that followed, the harassment and violence toward Americans escalated. On December 16, four American troops were traveling in a private car en route to dinner when they were stopped at a checkpoint and surrounded by PDF troops and angry civilians. As the men attempted to leave, the PDF opened fire, wounding three of them. One of the men, U.S. Marine Corps 1st. Lt. Robert Paz, was shot in the back and later died of his wounds. A naval officer and his wife who witnessed the attack were taken into custody for questioning. The officer was beaten and his wife was assaulted. Such acts of aggression proved enough reason for the operation to be pushed forward. President George H.W. Bush approved the execution of the mission the next day.

After senior officials discussed the name of the operation, they decided it did not reflect the core of the mission, and it was renamed Operation Just Cause. To maintain security and the surprise element, only company commanders were notified that the mission was not merely an exercise. Airlift began on December 19, and by that evening, all troops involved had been briefed. By that time, however, the large



DoD/SPC Morland





Above left: A building is consumed in flames after fighting between the Panamanian Defense Forces and U.S. forces breaks out in December 1989. Above right: A truck carrying members of the 1st Battalion, 509th Infantry, and their gear backs up to a C-130E Hercules in Panama. The soldiers parachuted into a drop zone outside the city in support of Operation Just Cause. Right: Three members of the 7th Infantry Division walk past a restaurant in Sano, Panama. Significant combat ended within the first 72 hours of Operation Just Cause, which formally terminated 24 days later.

number of American aircraft en route toward Panama and leaked information threatened to ruin the surprise strategy despite the great lengths that were taken to maintain it. As a result, the start of Just Cause was moved from 0100 to 0045 on Wednesday, December 20.

With nearly 13,000 troops already stationed in Panama, an additional 13,000 troops were sent into the country within the first five days of the mission. The first wave of 7,000 combat troops consisted of a composite brigade of the 82nd Airborne Division, the 75th Infantry Regiment (Ranger) and the equivalent of five battalions of other special operations forces. Together the troops cooperated in a near-simultaneous attack or seizure of 27 targets. In the early morning hours of December 20, Just Cause began as the 82nd Airborne Division of the U.S. Army was dropped onto the Omar Torrijos-Tocumen International Airport compound.

While the airport and Tocumen Military Airfield were crucial targets, other objectives that needed to be secured within the first hours of the operation included the Canal Operating Zone, the airfield at Rio Hato (a Noriega residence), Coco Solo Naval Air Station, Fort Espinar, the electrical distribution center at Cerro Tigre, Madden Dam and Renacer Prison in Gamboa. Throughout the morning, troops of 75th Infantry and Special Forces funneled into Panama, with the last group of combatant troops arriving in the evening. By the end of D-Day, nearly all objectives had been secured.

On December 21, GEN Maxwell R. Thurman, commander in chief of U.S. Southern Command, made the capture of Noriega his top priority behind neutralizing the PDF. The hunt continued for four days as the dictator and his men fled from American troops and eventually sought political refuge in the *Nunciatura*—the embassy of papal nuncio Monsignor José Sebastían Laboa. American troops su rounded the embassy, and, after days of negotiation a tempts with Laboa and the Vatican, Noriega surrendere on January 3, 1990.

Operation Just Cause formally ended on January 12 an became known as one of the shortest and most well-impl mented confrontations in the history of the U.S. militar Twenty-three Americans were killed, with an addition 322 wounded—a relatively low number compared to t PDF's losses. The operation has served as a model for con bat missions, largely attributing its success to clear, specif objectives, knowledge of the enemy and targets, and pr cise rules of engagement. With a focus on swift deplo ment and use of in-country troops, Operation Just Cau reinforced the international community's awareness U.S. military combat power.

Recommended Reading

Donnelly, Thomas, et al., *Operation Just Cause: The Storming of Panama* (New York: Maxwell Macmillan International, 1991)

Phillips, R. Cody, *Operation Just Cause: The Incursion into Panama* (Washington, D.C.: Center of Military History, 2004)

Stewart, Richard W., ed., *American Military History, Volume II: The United States in a Global Era, 1917–2003* (Washington, D.C.: Center of Military History, 2005)

Soldier Armed

M134D Minigun

By Scott R. Gourley

Around the time these pages go to press, selected U.S. Army elements in Afghanistan should be receiving the first several dozen integration kits designed to equip their Common Remotely Operated Weapon Stations (CROWS) with the M134D minigun.

"The M134D is a very, very small family of weapons," said Chris Dillon, vice president at manufacturer Dillon Aero, Inc. "The M134 is a six-barreled, electrically operated Gatling-type machine gun that fires at a fixed rate of 3,000 rounds per minute."

The basic gun design involves belts of linked 7.62 mm ammunition fed into a "de-linker," which separates the components, feeding bullets into the gun housing while belt link elements are ejected through a link exhaust. Spent brass is expelled after firing through a brass exhaust port on the gun housing. The current M134D design represents a battle-proven evolution through earlier minigun designs that have included firing rates as high as 6,000 rounds per minute.

In addition to the basic M134D steel design, the introduction of a titanium rotor has created a new M134D-H [Hybrid] version that weighs 42 pounds, versus 62 pounds for the M134D steel version. A third version of the weapon family, the M134D-T, features both titanium rotor and titanium housing and weighs 41 pounds.

The M134D-H is the most commonly used system on aircraft platforms today, Dillon said. Citing the hybrid design's 1.5 million round lifespan, he said, "It will last basically forever."

Since the gun was accepted into service in 2003, the M134D family has evolved, with tactical applications expanding from aviation platforms to include specialized naval craft and ground vehicle applications by specific elements within the U.S. Army. Dillon said the company did not know much about ground vehicles at that time: "In the early years, we developed some integration kits. They worked well, they got integrated overseas and customers were happy. We knew we could do better, so we got more and more into the ground vehicle market. We did it because we had customers who had ground vehicle requirements. We knew we could do a better job, but we had no idea that ground vehicles were going to be a big deal.

"The ground environment has really adopted the weapons system because they are starting to see what kind of effect it has and how valuable a tool it is," he said. Noting that the initial ground applications were with special operations Humvees, he said the demonstrated capabilities soon led to applications on selected MRAPs—"and now they are expanding to widespread use on the CROWS II."

Dillon asserted that ground applications have the most to gain from employing the M134D and offered several examples designed to debunk what he characterized as "common misconceptions about the system." The minigun is frequently mischaracterized as an aviation-specific piece of equipment that is not suited for ground purposes, he said.

"That myth has been busted now that we have fielded them, used them, gotten into gunfights with them, and succeeded tenfold at suppressing and eliminating the enemy with the weapon system," said a former Army Special Forces NCO who has employed Humvee-mounted M134Ds in combat. "The potential applications for this weapon will absolutely not decrease; they will only expand."

"[The idea that] the weapon system had reliability issues was also a myth," Dillon said. "It was based on the fact that it used to be true a long time ago with earlier iterations of miniguns, but it isn't anymore. Today, the gun is extremely reliable. It has an average mean time between a jam—not a failure, but a jam—of 30,000 rounds, and



Dillon Aero

The M134D minigun, a six-barreled, electrically operated Gatling-type machine gun, shown here on a Humvee mount, has evolved and expanded from use on aviation platforms.



Users quickly developed an appreciation for the effectiveness of the M134D in ground applications. Initially, the minigun was used on special operations Humvees. They soon found applications on selected MRAP vehicles and are now in use on Common Remotely Operated Weapon Stations.

Dillon Aero

that's totally ammunition-dependent. If you have good ammo, then you're not going to have a jam. All the ammo that the U.S. operators use is pretty good. The average time between an actual part failure is in the hundreds of thousands of rounds; stuff just doesn't break. The system may appear complicated on the surface, but it's really very simple, and the way it operates is very low-intensity."

He offered a comparison to a standard .50 caliber gas-operated gun, which fires approximately 550 to 750 rounds per minute: "When it fires it goes 'bang'; the bolt goes back several inches and stops abruptly; then the bolt goes forward several inches and stops abruptly; then it goes 'bang' again. It does that 12–15 times every second. Hence they go through parts, they break and they wear themselves out. It's just to be expected. A minigun is like a Rotax aircraft engine that goes around in a little circle. The only things in the gun that take any stress are the locking lugs on the bolt heads—and those things are beefy. Barrels are barrels, but even they take less stress than you will see on a traditional machine gun because you have six of them. So a rate of 3,000 rounds per minute for the weapon is only 500 rounds per minute for each barrel, which is less than the slowest firing machine gun in the Army inventory: the .50 cal."

He continued, "One more myth that has yet to be broken is … that, since the minigun shoots a lot of ammo, it must be very expensive to operate and anyone who deploys in a vehicle is going to have a hard time maintaining a sufficient supply of ammo to keep the gun up and running. That's a total myth. The gun shoots 3,000 rounds a minute, but everything else after that is a myth because it shoots much denser shot groups and therefore is much more effective. We have demonstrated that it has an increased rate of hit over something like an M240 [7.62 mm machine gun] at ranges beyond 300 meters—at least 10-to-1. The .50 cal is a fantastic weapon, too: It has very specific capabilities and units have to have them. They shoot very far and they carry a very big bullet. They have a bunch of different bullet choices to work with, and they can knock out big stuff that a 7.62 cannot. When we're suppressing soft-skinned targets with the minigun versus the .50 cal at 1,000 meters, we also kill it."

"That's the most important thing
understand," a former Special Forc
operator said. "When I was in charge
cross-training my peers, the bigge
thing I would tell them at the start
every class was: 'Stop what you thi
about every weapon system that you'
ever fired in your life, because they'
all recoil-operated.' This gun isn't r
coil-operated and that changes ever
thing. Yes, it shoots 3,000 rounds
minute, but achieving the same amou
of suppression with an M240 and
minigun is where the comparability
sues fall apart."

"A minigun may shoot a wh
bunch of bullets," Dillon said, "but
accomplishes what you are trying
accomplish in a massively reduc
amount of time. This gun is ama
ingly effective at convincing peop
not to mess with you. It is by far mo
effective against a target than many
the conventional weapons out the
A wider distribution of the guns and
better understanding of how to op
ate them, along with training in usi
them properly, would save more liv
prevent more soldiers from being ar
bushed and give those who are ar
bushed a much better weapon reacti
to break that ambush."

CompanyCommand

Building Combat-Ready Teams

To: Company Commanders
From: Company Commanders

The Challenge Approach to Developing Leaders

When we immerse ourselves in the tough, real-life challenge of another leader, we hone our judgment and we grow more prepared for our own future challenges.

Imagine that you are in Afghanistan. You are 1LT Abdullah Clark, an infantry company executive officer in the 504th Parachute Infantry Regiment. On one mission, you are leading a company (minus) dismounted patrol. Your company commander, who is back at the outpost, is intentionally having you lead this company mission for your development. The mission has gone well, but as you egress past a village along the route back to the outpost, you come under heavy fire. Bullets are flying; rocket-propelled grenades are exploding; your heart is racing. The company first sergeant begins to take charge. He's charismatic, highly experienced and super aggressive. He is directing Soldiers to break contact and continue bounding back in the direction of the outpost. Your company commander, on the other hand, is on the radio talking to you, and he directs you to "close with and destroy the enemy!" You see, your commander has a UAV up—a drone—and through the video feed, he's watching the building from which the enemy is firing at you. What are you going to do—listen to the company commander and close with the enemy, or go along with what the first sergeant is already putting in motion? And not only *what* are you going to do, but *how* are you going to do it?

We learn to lead primarily through experience, and the most developmental experiences are the tough, challenging ones that push us out of our comfort zones, like what LT Clark experienced when he was thrust into the hot seat. With this in mind, we, the Company Command team (http://CC.army.mil), created the Leader Challenge project. We ask leaders around the Army to describe hard-hitting, dilemma-type experiences they've had. We then bring those video clips into an interactive online environment (or a face-to-face session) where Leader Challenge participants put themselves into the protagonist's shoes. In the process, participants are immersed in the real-life challenge of a leader. It's not a hypothetical scenario; it's an actual situation filled with uncertainty and discomfort that places participants in the hot seat and forces them to take on different perspectives.

First Lieutenant Clark's story, for example, is the vehicle to place you into his experience. As you articulate what you would do, and exactly how you would do it, new connections begin to emerge. You are vicariously experiencing his challenge! As you engage in facilitated small-group discussions, your assumptions are challenged, you're exposed to courses of action you never considered, and along with your fellow participants, you'll likely identify second-order effects and implications that you initially didn't think about. By immersing yourself in the scenario and engaging in vibrant conversation with others about it, you are gaining vicarious experience, and you will develop judgment and frameworks for effectively leading through the challenging experiences that await you in the future.

There are two ways that you can leverage the Leader Challenge approach to develop leaders: through an interactive online environment and through a dynamic face-to-face engagement.

Take the Leader Challenge Online

■ The Leader Challenge online platform (LC.army.mil) is accessible to select members of Army Professional Forums (APF), which is hosted on milSuite (https://www.milsuite.mil). You must be a member of one of APF's "leader forums" for NCOs, warrant officers, platoon leaders, company commanders or S3 XOs. When you arrive on the Leader Challenge home page, you will see a list of all the Leader Challenges.

■ When you select and click on a particular Leader Challenge, you begin the three-step experience that starts with watching the short video clip of the leader describing the challenge:

What would you do in this situation? Watch the Leader Challenge introductory video clip and in no more than 500 characters, answer the questions: What are your considerations; what would you do?

So, what did the real 1LT Clark do? That is what we call "The Rest of the Story" in a Leader Challenge. It's not necessarily the right answer; rather, it is what actually happened. Because it's real life, the outcome can be ambiguous, which creates more conversation and the possibility for more learning to emerge. First Lieutenant Clark's "Rest of the Story" is that the company had recently lost a well-respected squad leader and two Soldiers, and no one wanted to lose another Soldier. Instead of confronting the first sergeant, 1LT Clark grabbed his radio telephone operator and his fire support officer and began moving toward the enemy. When the first sergeant saw what was happening, he stopped dead in his tracks and supported 1LT Clark. They closed with the enemy, doing so in a way that limited collateral damage to the village. The enemy got away, but the unit gained intelligence and sent a message to the villagers about its competence and resilience.

Compare your response with others. As soon as you submit your response, you are granted access to the responses of those who have already taken the challenge. As you read through other members' responses, you can vote responses as helpful and comment on them.

Learn the rest of the story. You then get to watch the "Rest of the Story" video clip, in which the protagonist describes what actually happened. You can also access additional resources such as related articles, doctrine and so on. These resources foster additional learning and connections to existing knowledge and make each Leader Challenge a complete leader-development package ready for you to use, either for self-development or as a catalyst for leader development and learning in your unit or classroom environment.

Conduct a Leader Challenge Workshop

Leader Challenge Workshops are engaging, interactive, face-to-face sessions that can be used in unit leader professional development (LPD) or in classroom settings. We have even witnessed platoons across an infantry battalion (2nd Battalion, 506th Infantry Regiment) doing a Leader Challenge Workshop with all the Soldiers participating.

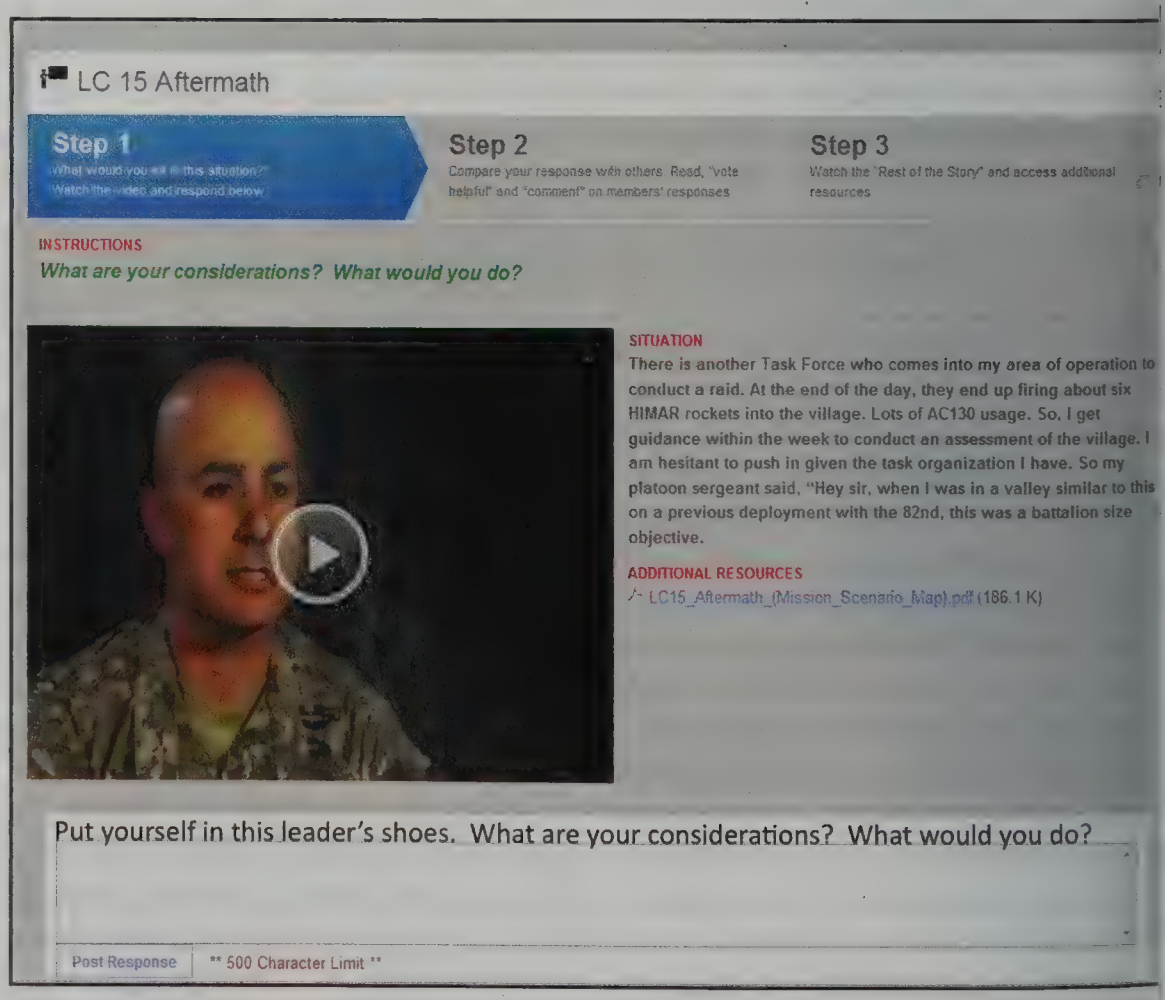
When a group meets to discuss the Leader Challenge, its participants should be divided into huddles of three to five participants, with one designated facilitator per huddle. The workshop typically begins with watching the Leader Challenge video and facilitators asking participants, "What are your considerations? What would you do?" The method includes three rounds of conversation, with participants splitting to form completely new huddles each round and the facilitator staying in place. The movement of the participants is crucial to th success of the method, which scales from small (eight to 1 participants) to very large (more than 600 participants), de pending on the space available.

A Leader Challenge package includes a "facilitator qua chart" with recommended questions to drive the conversa tion in each round. It is a starting point from which facilitator can adjust depending on the goals of the specific workshop

Another proven element of the method is the use of easi paper to visually capture insights in the huddles. The note and diagrams become a history of the learning for a parti ular huddle, artifacts that the facilitator uses to brief new arriving participants and to build upon with each round. A ter the third round, participants stay in place and go direct into the close-out discussion.

Keys to Success

■ Designate and prepare huddle facilitators ahead time. An effective way to prepare facilitators is by havin them take the specific Leader Challenge online before yo meet to rehearse. Then, meet and review the facilitator qua



Company commanders can develop their leadership skills in an interactive online environment—the Leaders Challenge (LC) interface—in which they consider and describe how they would react to situations related by the leaders who experienced them.



Cadets at West Point conduct an LC as part of their Professional Military Ethic Education program. Every cadet platoon leader, mentored by an officer, leads the monthly exercise for his or her cadets, with senior cadets serving as group, or "huddle," facilitators.

hart to ensure that all the team is on the same sheet of mu-
c. Facilitators can be peers to the participants. They will be
ore committed and will learn more because of their role.

■ Keep facilitators in place at their respective tables
roughout the workshop, but have all the other participants
ove between rounds so there are all-new participants in
e huddles for the second and third rounds. Ideally, no two
oldiers will be in the same huddle more than once.

■ Designate a timekeeper and stick to the time line. Keep
e first round brief; this sets the conditions for subsequent
unds to be effective. (It gets the juices flowing, while pro-
cting time for the other rounds.)

■ Have facilitators begin each round
y welcoming the new participants and
rienting them to the key insights that
ave emerged so far at that table, using
e easel paper and notes. Participants
egin the second and third rounds by
haring one key insight from their previ-
us huddle, enabling the cross-leveling
f ideas and insights.

■ Participants do most of the talking.
he facilitators' key role is to ask ques-
ons that spark thought and conversa-
on to stretch participants' thinking.

■ Use devil's advocate and role-
laying facilitation techniques. A devil's
dvocate challenges the huddle's con-
ensus and causes participants to
restle with their assumptions. Role-
laying encourages participants to
ct out what they would say or do
ather than just talk about it in the
ird person.

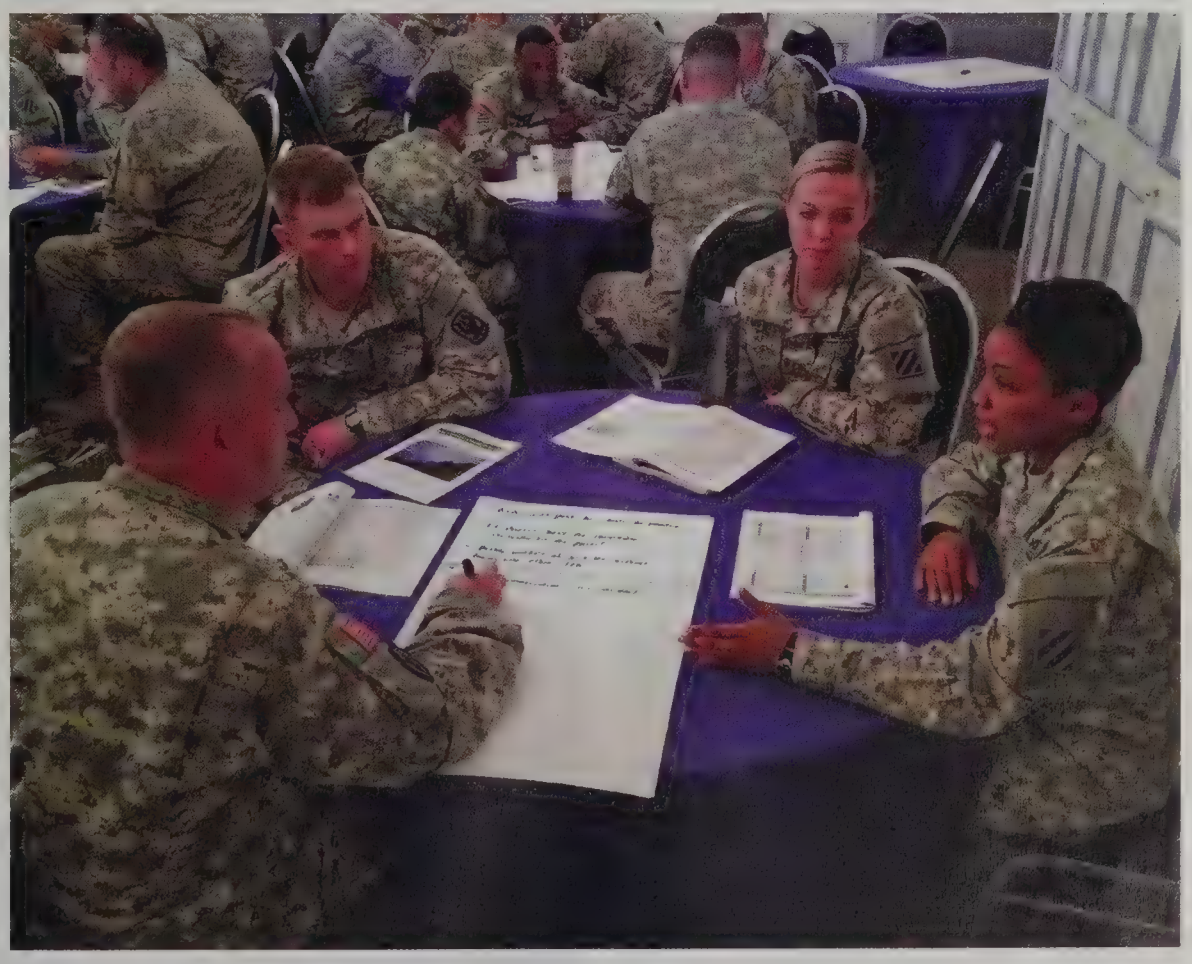
■ Be positive, inspiring and ener-
izing (and treat every person as a
aluable member of the profession).

■ Trust the process and have fun. It doesn't get much better than this!

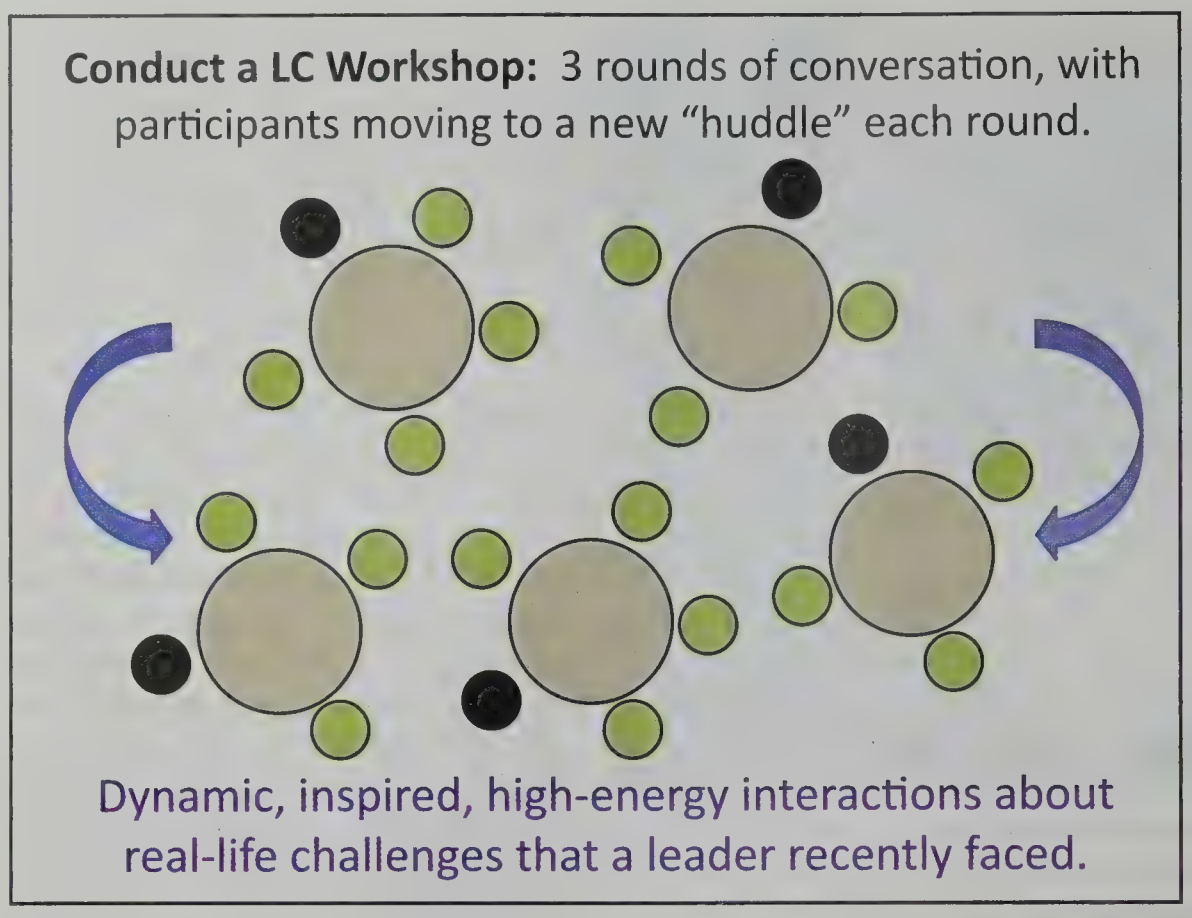
So far, 21 Leader Challenges have been published. Some of the topics include: rules-of-engagement decisions; ethical dilemmas; interpersonal conflicts; being given a tactical order you do not agree with; managing the tension between taking care of Soldiers and accomplishing a mission; and leading through crises such as the loss of a Soldier. The following examples will give you a better feel for what Leader Challenge vignettes are like. As you read them, imagine a leader telling the story on videotape:

"My best friend Robbie was killed by an IED. That night was a long and emotional night. The very next morning, LTC Jones called me in to tell me I was moving from the battalion operations office to take over Robbie's platoon—immediately!"

"We were high up in the mountains observing a favorite enemy ambush location. Are those insurgents on the rooftop, or are they innocent goatherders? I see a weapon; yes, that looks like a weapon. Do you see the weapon? My



Officers and NCOs interact in huddles during an LC at Fort Benning, Ga. LC workshops can be used in unit leader professional development or classroom settings. Participants should be divided into huddles of three to five per table.



Each huddle should include a designated facilitator.

forward observer sitting next to me says, 'Yes, I'm pretty sure that is a weapon!' We are too far away to engage with direct fire, and I can't make radio communications with our mounted patrol that is coming up the road any minute. That is the same spot where one of our guys was killed last week. Crap, what am I going to do?"

"Once we passed the eight-month mark, I started witnessing my second squad leader growing more and more risk-averse. One morning in the chow line, I overheard PFC Jones talking about how they sat in a building for eight hours instead of patrolling—something that, if true, is at odds with what the squad leader reported in his patrol debrief."

"Coming back from an all-night foot patrol, SGT H. was hit by an IED. He didn't make it. After getting him medevaced out, I began thinking about what I was going to tell the platoon once we got back to our base. Then the commander called and gave me a direct order to clear the nearest village, where the guys who put in the IED could be located—a mission that would easily take eight hours. My guys were out of food and water, already physically smoked and in a bad state of mind. There's no way those people [Iraqis in the village] d not know something about that IE Then my platoon sergeant says to m 'Sir, there is no way we can do th mission. Look at the guys!' At th point, my company commander calle again to find out why I wasn't movir to the village. What do I do?"

These are the kinds of challengir experiences that our small-unit leade in the Army are having. Situated in th Leader Challenge online forum, the st ries become a cutting-edge leader-d velopment curriculum across the thre pillars of Army leader developmer Leaders can use the Leader Challeng as a vehicle for self-development (pa ticipate online), leverage it for ur leader development (as the basis for a LPD) and integrate it into the curriculu to support existing learning objective in the Army education system (for e ample, at the Maneuver Captains C reer Course).

The Leader Challenge approach to developing leaders grounded in work done in the 1990s at West Point and partnership with the Army Research Institute and Yale Ur versity, which included the "Tacit Knowledge for Milita Leaders" study that culminated with a book, *Practical Intel gence in Everyday Life*. Furthermore, the small-group discu sion techniques, including rotating participants and use easel paper, are informed by experiential learning theory ar the World Café technique for conversations (*The World Caf Shaping Our Futures Through Conversations That Matte* The approach has been iteratively tested and improved f the last 13 years with periodic funding sponsored by th Army Chief Information Officer/G-6 through the Army Studi



First Lieutenant Abdullah Clark shares his LC story with 500 West Point cadets in the "MX400: Officership" course while a picture of his First Sergeant is projected on the screen behind him.

rogram. The method has been integrated at West Point and being adopted in the Reserve Officers' Training Corps, aptains Career Courses, Basic Officer Leader Courses and perational units. The feedback is overwhelmingly positive.

Feedback Examples

"The Leader Challenges are amazing. We just did one ith every squad leader and above in the conference room r the last 90 minutes. Great stuff, and the leaders loved it. eaching this stuff in a group setting is beneficial because flushes out different perspectives, points and counter-oints. Please keep them coming." —Company commander

★

"This was the most real-life developmental experience I ave had so far at USMA [U.S. Military Academy]. No other eadership course or PME [professional military ethic] class as been as clearly applicable to me and my future as the eader Challenge series. I am better prepared to enter the rmy." —Cadet at West Point

★

"I like the Leader Challenges because they force you to ery succinctly explain a difficult choice. I find them to be a ood tool to generate conversation with my lieutenants about battlefield ethics. The first one we did, I assigned as homework. The next two we did at work, where I applied a short time hack to force them to quickly choose and explain themselves. Using the basic Leader Challenge construct, my 1SG and I developed additional scenarios based on my NCOs' previous combat tours, which we used with all the Soldiers in the unit. As a result, we were able to talk about ethics in general, and I was able to lay out my own expectations. We all know that a commander cannot be everywhere at all times, and I want my subordinates to make the appropriate judgment decisions when called upon to do so." —Company commander

★

"We are using two drill sergeant Leader Challenges as an integral part of how we bring new drill sergeants into our brigade. It is a powerful way for leaders to shape unit culture." —Brigade commander

Benefits of the Method

- Captures real-life challenges that actual leaders have recently faced.
- Situates learning in rich context (not a context-stripped, hypothetical case study).

Round 1 — *You are the acting commander, LT Clark*

1. Watch the LC Intro video.
2. What is going on? [describe the situation]
3. What are your options/considerations?
4. What would you do?

***Background Context**: One of your strongest Squad Leaders and 2 Soldiers were killed a few days prior to this event.*

Round 2

Brief new arrivals to the huddle using notes taken on easel paper and cross-level knowledge (Key insights Round 1).

1. Make the case for why you should go along with what the 1SG is already doing. Role-play the conversation with the Cdr.
2. Make the case for why you will close with the enemy. Role-play the conversation with the 1SG.
3. Watch "Rest of Story" video.

LC: "XO Under Fire"

Leading by Example; Calm Under Pressure; Mission vs Soldiers; Painting the Picture to Higher; Cdr/1SG Relationship.

ADMIN NOTE: Participants move between rounds but stay in place for the close-out discussion.

Round 3

Brief new arrivals to the huddle using notes taken on easel paper and cross-level knowledge.

1. What is the impact on the villagers if you break contact? Close with the enemy?
2. What if a number of Soldiers were killed in the process of closing with the enemy? Does that change your perspective?
3. What effect could this experience have on the relationship with your 1SG and/or CO?

Close

1. What have we not discussed that needs to be discussed with this scenario?
2. How does this scenario relate to something you have experienced?
3. What is your key takeaway from this scenario and discussion?

Experience more Leader Challenges at http://LC.army.mil

LEADER CHALLENGE

An LC workshop typically begins with a video clip of a leader describing a challenging situation.



Company commanders in the Pennsylvania National Guard watch the video that opens an LC workshop in Fort Indiantown Gap, Pa.

- Engages all participants in conversation and requires them to think through and articulate their thought process.
- Helps to reveal (and appropriately challenge) participants' underlying assumptions.
- Exposes participants to the thoughts and perspectives of other members of the profession.
- Becomes a catalyst to bring out the experiences (and tacit knowledge) of participants as they engage in conversation about the scenario.
- Gives facilitators valuable experience facilitating small-group conversation.
- Develops judgment and frameworks for effectively leading through the challenging experiences that characterize our profession.

A Vision for Army Leaders

Take a Leader Challenge every month and then talk about it with other leaders when appropriate and relevant. To support this, we recommend (if necessary funding is provided) launching a new Leader Challenge in the first week of every month on a rotation that alternates between scenarios featuring an NCO, a company-grade officer and a field-grade officer. This design—having all leaders across the Army take the same Leader Challenge each month focusing on a different level of leadership—creates multi-echelon mentoring and leader development. It causes leaders to take on multiple perspectives by placing themselves in the shoes of the leader in the scenario and, in the process, to be exposed to the thought processes of different ranks. The potential exists for this to transform the way that Army leaders learn and develop, resulting in a more effective Army.

* * *

To be physically fit for our mission Army leaders conduct PT every day If you consistently do challenging functional PT, you and your unit wi be more effective in your mission There is a direct causal effect there which is easy to see. The same i true for exercising our leader judg ment. To develop and maintain ex ceptional judgment, leaders mus consistently do challenging, func tional thought exercises. Leade Challenges are one effective way t do that. As you regularly immers yourself in real-life leadership chal lenges in an environment that facili tates learning and development you will develop and hone you judgment and become a more ef fective Army leader.

Join your professional forum an then integrate Leader Challenge into the way you develop yoursel and your team. Learn more at LC army.mil. If you have a challengin leadership experience of your own that you are willing t share, please connect with us at cocmd.team@us.army.mil

Company commanders: Please join us in the new and improved version of our online professional forum to continue the conversation: http://CC.army.mil.



AUSA Sustaining Member Profile

ALUMA Tower Company, Inc.

Corporate Structure—President: Robert A. Main Jr. Headquarters: 1639 Old Dixie Highway, Vero Beach, FL 32960. Telephone: 1-772-567-3423. Website: www.alumatower.com.

ALUMA Tower Company, Inc. leads the industry in telescopic tower, shelter, trailer and SMART technology innovations. ALUMA maintains its leading position as manufacturer of lightweight aluminum telescopic towers and tower-shelter-trailer integrated systems, while preserving vital competencies that pave the way to success—customer service, on-time delivery, quality products, original solutions, a focused management team, commitment to safety and competitive pricing.

ALUMA has combined its successful and capable all-aluminum telescoping tower system with its patented SMART technology autonomous/remote control system to create the world's first SMART tower and generator system. ALUMA's patented SMART technology enables the user to program the telescopic tower and associated generator to react to on-site weather conditions. The unit can be controlled remotely via standard text message or Internet Protocol interface and can ascertain system status and conditions at the site. With SMART technology, the user is no longer tied to the physical terrain upon which the telescoping tower system is deployed.



SMART technology is just one of ALUMA's many innovations. The company's patented Slide Bar technology greatly reduces the typical rotational deflection found in all competitors' telescoping tower systems, thereby increasing system availability, reducing downtime and resulting in higher system reliability. ALUMA's new Value Line all-aluminum unguyed and guyed tower systems are the result of innovative manufacturing processes developed by ALUMA, which result in very attractively priced systems yet maintain the same high quality associated with the company's line of products.

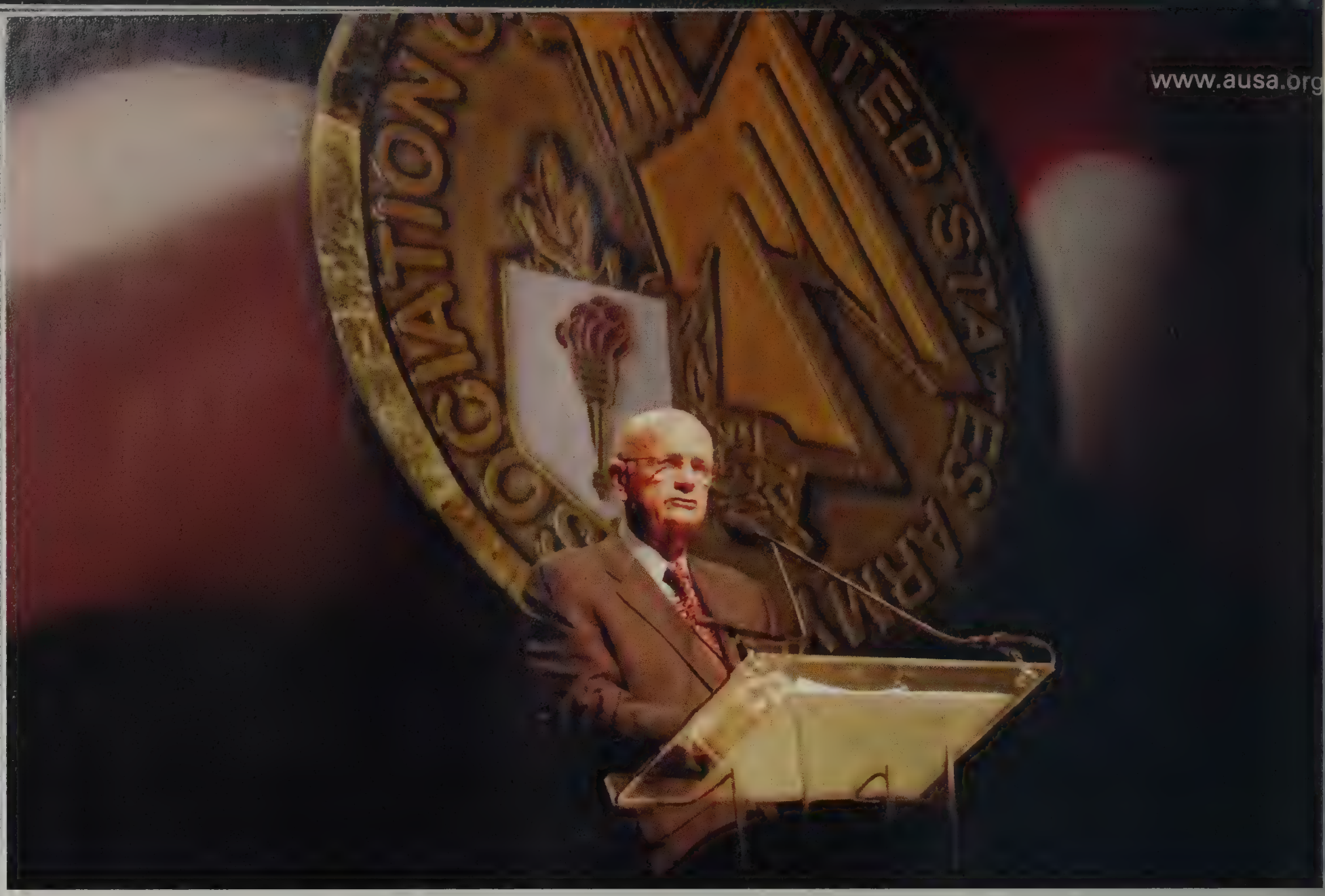
ALUMA began more than 40 years ago with the manufacture of noncorrosive aluminum ladders. In the early 1970s, ALUMA began operations in Vero Beach, Fla., offering lightweight crank-up tower solutions to meet the growing wireless communication needs of ham radio enthusiasts. The citizens band radio craze, coupled with a loyal following of ham radio operators, kept ALUMA busy. ALUMA's lightweight crank-up tower and associated products were constantly being improved. In the early 1980s, before cable or satellite TV became commonplace, a television antenna salesman requested that ALUMA install a crank-up tower on his van. The salesman's plan was to park this van at a prospective client's home, use the crank-up tower to raise the antenna to roof level and demonstrate its effectiveness. The idea for mobile, lightweight crank-up towers was born.

With the advent of affordable cell phones, the cell phone system buildout began in earnest. Cell on Wheels—COW—became a popular product. COWs consisted of an enclosed shelter mounted on a trailer with a crank-up telescopic tower that could be pulled to a cell site with a light-duty truck. ALUMA responded to market demands for COWs by expanding into the design and manufacture of integrated tower-shelter-trailer systems. This led to a more diverse customer base that included systems for meteorological sampling, environmental testing, disaster relief, fire and rescue, safety and security, and other commercial uses.

ALUMA's products continued to evolve with customer demands for rugged, reliable, lightweight, easy-to-use and safe telescoping tower systems. ALUMA responded to these demands, and this soon resulted in a partnership with its largest customer, the Department of Defense. DoD was particularly interested in ALUMA's lightweight—yet highly capable and rugged—line of products. The company's ability to react rapidly to changing military needs proved advantageous to DoD, especially after 9/11. ALUMA's in-house engineering and design capabilities, and the extensive integration experience built up over the years since producing COWs, enabled the company to design and fabricate new systems used in the effort against terrorism. Many of these systems are still in use in Southwest Asia and other regions of the world.

ALUMA strongly believes in creating long-term, mutually beneficial relationships between client and manufacturer. The company's management team has exceptional experience in a variety of disciplines, including system design, system engineering, rapid prototyping, lean manufacturing, logistics, training and government contracting. The dedication to continuous improvement is unparalleled and is evident by the way ALUMA listens and takes action whenever a client's opinion has an impact on product improvement. No product decisions are implemented before safety is considered.

ALUMA's years of experience afford the company numerous advantages in the way it responds to changes in the economy. As budget cuts lurk over DoD and other federally funded organizations, ALUMA's value line of trailer-tower units, with and without shelter, is designed to meet diminishing customer budgets.



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Reviews

Decisive Battle in the Pacific Theater

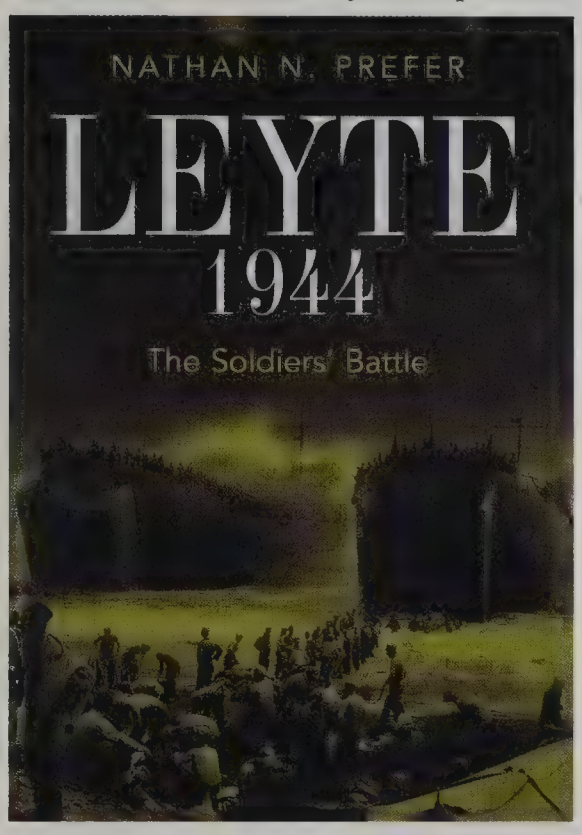
yte 1944: The Soldiers' Battle. *Nathan N. Prefer. Casemate. 394 pages; appendices; notes; bibliographical note; maps; black-and-white photographs; index; $32.95. Publisher's website: www.casematepublishing.com.*

By COL Stanley L. Falk
Army of the U.S. retired

The American invasion of Leyte in October 1944—GEN Douglas MacArthur's fulfillment of his 1942 pledge return to the Philippines—was the gest military operation in the Pacific r to date. Before it was over, it would volve the huge American Third U.S. et, eight divisions plus supporting its in LTG Walter Krueger's Sixth my, the Fifth and Thirteenth Army r Forces, and additional Naval, Ma- e and Australian air units. On the panese side were five complete visions and two independent mixed gades of the 35th Army under the erall command of Gen. Tomoyuki mashita's 14th Area Army. The 4th r Army, a separate logistical com- and, and large supporting naval ces also fought.

It was an operation in which di- ded U.S. Army/Navy command arly spelled disaster. Failure to pre- re for Leyte's inhospitable terrain and eather led to unacceptable delays, nishing combat and excessive casual- s. The campaign lasted far longer an GEN MacArthur had claimed it uld, resulting in a far higher cost in man losses than he had predicted and laying subsequent operations. In the al analysis, the hard-fought American tory and its decisive impact rested to considerable degree on Japanese ategic blunders that doomed Gen. Ya- shita's efforts to defend the rest of Philippines.

Yet the main problem for GEN cArthur was his lack of adequate air pport. Unlike his previous operations, the Leyte invasion was launched without land-based air support. The Third U.S. Fleet's carriers were supposed to provide air cover until air bases could be established on Leyte itself, but Fleet Adm. William F. Halsey was not under GEN MacArthur's command. When Halsey went off on other missions, the Sixth Army was left on its own before it could build the necessary airstrips.



This took considerable time and hard work, since Leyte's soft, spongy ground, high water table and poor soil drainage severely hampered airfield construction and maintenance. The fall northeast monsoon made matters even worse, bringing persistent heavy rains and high winds that turned airfield sites and roads into deep, clinging mud. Meanwhile, Japanese air bases west of Leyte were shielded from most of the bad weather, leaving the 4th Air Army free to attack Sixth Army ground troops, airfield construction crews and shipping in Leyte Gulf.

Japanese air units also flew cover for 35th Army reinforcement and supply convoys. These reinforcements arrived with increasing frequency, since the Japanese chose to rest their entire defense of the Philippines on a "decisive battle" on Leyte. Plagued by constant bad weather, American airmen could destroy only a portion of the incoming shipping. Some 45,000 additional Japanese troops, more than twice the number of Leyte's original defenders, were able to reach the island during the course of the fighting.

These developments shattered American hopes for a speedy victory. After quickly establishing a lodgment on the island, the Sixth Army found itself engaged in a difficult, bloody, drawn-out struggle, the particulars of which are the substance of Nathan Prefer's impressive volume.

Leyte 1944 is a highly detailed account of the ground fighting on Leyte from October 1944 through the spring of 1945. The author is not concerned with naval operations—the Battle of Leyte Gulf receives barely a mention—and covers air actions only when necessary to explain what is happening on the ground. He describes the ground action essentially on the battalion or company level, with only enough explanation of higher level strategy and developments to put tactical operations in proper context. His focus is primarily on individuals, especially on those who demonstrated outstanding courage and self-sacrifice—hence his subtitle, *The Soldiers' Battle*.

Fifteen Medals of Honor were awarded for actions on Leyte, along with 37 Distinguished Service Crosses and 11 Silver Stars. There were also six Presidential Unit Citations, including one to the submarine USS *Tang* for sinking a dozen ships in two Japanese convoys in the opening days of the campaign. Prefer describes in considerable detail the actions that merited these awards, as well as many other brave deeds that went unrewarded. His descriptions are drawn directly from the award citations, sometimes closely mirroring their original texts.

The result is a comprehensive eye-level picture of the fierce Leyte combat and the outstanding heroism of the soldiers who fought there.

Prefer does an excellent job of presenting this, but his intense focus on individual and small-unit actions obscures the overall sweep of the battle and makes it difficult to follow. The absence of illustrative maps increases the problem. The six maps included in the book are good but fail to include many of these small-unit actions. A number of place names mentioned in the text are also omitted.

On the positive side, there are two very useful appendices giving a complete order of battle for U.S. and Japanese forces. A third informative appendix provides a listing of American battle casualties broken down by unit. They totaled 15,584, including 3,504 killed, out of a quarter of a million U.S. troops committed altogether. Out of approximately 60,000 Japanese soldiers deployed on Leyte, some 45,000 failed to survive the battle.

Also included are a number of photographs, several of which have probably not been previously published. Unfortunately, the identities indicated on the pictures of Gen. Yamashita and his superior, Field Marshal Count Hisaichi Terauchi, the overall commander of the Southern Army, have been transposed. Gen. Yamashita is actually the one standing in his winter coat, and Terauchi is the seated officer in dress uniform, instead of the other way around.

By Christmas Day of 1944, the Sixth Army had occupied most of Leyte and reduced 35th Army forces to no more than 15,000 beaten and scattered men. Gen. Yamashita knew he had lost. He ordered his remaining troops to shift to other nearby islands and carry on the fight from there. Few, however, were able to obey this order. On the same day, GEN MacArthur declared the Leyte campaign to be officially over except for "mopping up scattered enemy pockets." Unfortunately, the remaining Japanese were still capable of putting up a fight, and it was not until late May 1945 that final enemy resistance was, at last, overcome.

Leyte proved to be a decisive battle but not in the way the Japanese intended—nor, for that matter, the way GEN MacArthur had hoped. The abortive effort to hold Leyte cost the Japanese a significant portion of thei land, sea and air power. They were le with insufficient forces to defend th main Philippine island of Luzon an opened their supply line to the re sources of the Indies to interdictio from American bases in the Philip pines.

GEN MacArthur, in turn, discovere that conditions on Leyte precluded it intended use as a base, that the pro longed struggle there delayed his inva sion of Luzon, and that advances else where in the Pacific eclipsed his victor in the Philippines. Even before he ha finished "mopping up" on Leyte and se curing Luzon, American B-29 heav bombers from bases in the Mariana were raining down ruin and devastatio on the Japanese homeland. And whil he was still battling Gen. Yamashita' forces in northern Luzon, the B-29 would deliver the atomic blows tha would bring Japan's surrender. Leyt was decisive for retaking the Philip pines but not the key to ending the war

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***COL Stanley L. Falk**, AUS Ret., Ph.D is the author of* Decision at Leyte *an other books and articles on World War in the Pacific and Southeast Asia.*

The Life and Times of a Commanding General

My Share of the Task: A Memoir. *Stanley A. McChrystal, USA Ret. The Penguin Group. 464 pages; index; maps; notes; black-and-white photographs; $29.95. Publisher's website: www.penguin.com.*

By COL Gregory Fontenot
U.S. Army retired

Military memoirs—or, for that matter, autobiographies—are suspect. Most people don't write about themselves critically. The intention of those who are famous, notorious or both is seldom to illuminate and seems more about creating a case for their point of view, particularly about themselves, so it is reasonable to be skeptical of autobiographies, particularly in this age when money and/or political aims are close to the surface of such books. No politician would run for office without a biographical account to tout his or her good qualities and perhaps even offer a manifesto. In that respect, the memoirs of senior soldiers are often similar to those of politicians.

Perhaps the primary difference is that soldiers tend to make greater efforts at self-deprecation. Indeed, there is a pro forma modest quality in generals' memoirs—at least since GEN H. Norman Schwarzkopf's *It Doesn't Take a Hero*. All these years later, it is still hard to believe he really chose that title. In *My Share of the Task*, GEN Stanley A. McChrystal, U.S. Army retired, is the latest to "cash in" on his 15 minutes of fame. Unlike others, however, he seems to have no concern for the self-deprecatory part of the formula and compares his efforts to those of GE Ulysses S. Grant. Anyone planning t publish an autobiography would d well to channel his inner Grant, sinc he wrote one of the few readable Civ War autobiographies.

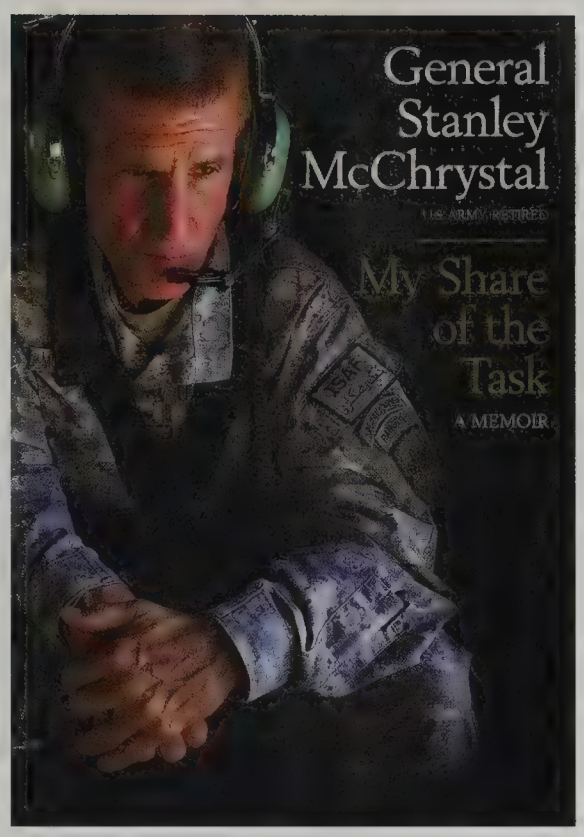
In terms of readability, GEN Mc Chrystal succeeds in writing well, ap parently without the kind of help Mar Twain provided to Grant. This book i worth taking the time to read carefull as it contains real insights into th problems of two wars in which U.S policymakers have embroiled th country. There are also glimpses int how GEN McChrystal sees the worl best evidenced in the sections on th campaign against al Qaeda in Iraq an his service in command of the war i Afghanistan. He seems genuinely sym pathetic to Afghan President Hami

arzai. GEN McChrystal seems to un-
erstand the dilemma Karzai faces.
'hat obligation do coalition military
ommanders have to him as president
Afghanistan? Waging war in a coali-
on is difficult, and that is especially
ue in an insurgency fought in a coun-
y with little national cohesion.

GEN McChrystal illuminates the
mplexity of waging a fight in which
lationships among would-be partners
e more important than how they are
quipped or what resources they have.
e is effective in describing the time
nd effort it takes to develop the rela-
onships necessary to sustain opera-
ons under these conditions. For this
ason alone, his book deserves to be
ad, although for inspiration here,
EN McChrystal might have consid-
ed emulating GEN Dwight D. Eisen-
ower instead of Grant.

GEN McChrystal's discussion of his tenure in command of Task Force (TF) 714, the joint special operations sk force that spanned operations in oth Iraq and Afghanistan, is very ood. GEN McChrystal and his team eveloped the capability to campaign. his proved to be a challenge since ecial operations soldiers often think ctically, but the effects they generate nd to be at the operational level. Vithin the task force, GEN McChrystal eveloped a method of understanding ow to connect tactical events over me to attain operational goals in sup-ort of theater strategic aims. That is e acme of what it means to cam-aign—or, in this case, to support the eater campaign.

Equally important is the fact that he ade sure that special operations rces understood the importance of erating in the context of conven-nal units and battlespace owners. He ut it to his troops that the long-term lationship with their conventional it partners was more important than e immediate operation. Integrating ecial operations and conventional erations is essential. Effective inte-ation requires trust between conven-nal troops and special operators. To hieve this, GEN McChrystal went so r as to develop an equation for TF 714



that laid out how to achieve credibility, which he believed was crucial to trust and stemmed from competence, integrity and relationships. This advice could be applied anywhere, but it is particularly true for special operators coping with reputations for not playing well with others—deserved or not. The same could be said, of course, of conventional units, but GEN McChrystal put the onus on his troops. In short, he demanded that the special operators take the first and longest step toward the conventional units, aiming for genuine interdependence. His capacity to meld TF 714's efforts with the conventional forces may prove to be his best and most lasting legacy.

Sprinkled throughout the book are GEN McChrystal's views on leading troops. Leadership, he says, is "the art of influencing others." He shows real insight when he elaborates by saying that leadership is the art of shaping "longer-term attitudes and behaviors of individuals and groups." He recognizes that accepting risks is a necessary part of leading an organization in which initiative and creativity need to be encouraged. Reflecting on this matter, he recalls encountering "equipment we'd purchased or tactics we'd adopted that made me worry I was negligent in oversight." Accepting this risk is not easy and can result in embarrassment or worse.

GEN McChrystal's accounts of his role in the death of CPL Pat Tillman, his alleged criticism of Vice President Joseph R. Biden's views on strategy in Afghanistan and just what happened that led to his relief from command in Afghanistan are unsatisfying. Worse still, they are not very convincing, which makes it seem possible that GEN McChrystal is the cowboy some of the press made him out to be. Frankly, that is unlikely.

GEN McChrystal's account of the *Rolling Stone* article and the controversy that led to his relief is spare, to say the least. What little he says about what actually happened evokes no sympathy for him or his team. That is sad because he does not deny that soldiers who worked for him might well have said what they were accused of saying and that they might have done it in his presence. If close associates of his said what *Rolling Stone* reported, then he was wrong not to unequivocally call them out for it.

This is a good book, but it is uneven. GEN McChrystal's overt comparison of himself to Grant serves little purpose and is repeated often enough to irritate some readers. He would have been better served to say it once and let readers draw their own conclusions. In addition, for reasons that are unclear, he felt it necessary to repeatedly recount his love of running. The reader is told how awkward it was to run at the compound in Kabul. While this is absolutely true and will resonate with those who have been there, narratives about running alongside runways in Iraq or around the Gettysburg battlefield contribute little to the story, as his passion for running is well-known. His personal assessments of policy—and the strategy that would meet it—would be far more interesting, but of this he says little.

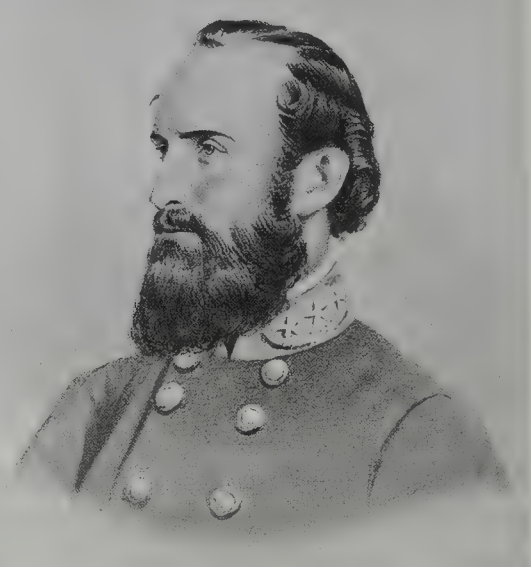
***COL Gregory Fontenot**, USA Ret., commanded a tank battalion in Operation Desert Storm and an armor brigade in Bosnia. A former director of the School of Advanced Military Studies, he is coauthor of* On Point: The U.S. Army in Operation Iraqi Freedom *and is director of the University of Foreign Military and Cultural Studies.*

The 'Definitive History of the Valley Campaign'

Shenandoah 1862: Stonewall Jackson's Valley Campaign. *Peter Cozzens. The University of North Carolina Press. 640 pages; photographs; maps; notes; bibliography; index; $25. Publisher's website: www.uncpress.unc.edu.*

By COL Cole C. Kingseed
U.S. Army retired

Writing decades following the American Civil War, LTG James Longstreet addressed the generalship of fellow corps commander LTG Thomas (Stonewall) Jackson when he noted, "Jackson was a very skillful man against such men as [BG James] Shields, [MG Nathaniel P.] Banks, and [MG John C.] Frémont, but when pitted against the best of the Federal commanders, he did not appear so well." Much of Longstreet's assessment can be dismissed as a longtime rival's concern for his own place in the annals of the lost cause, but a reconsideration of Jackson's leadership is attracting a growing number of prominent military historians. In *Shenandoah 1862*, Peter Cozzens assigns higher marks to Jackson's adversaries, and he remains highly critical of Jackson in the campaign that raised him from an obscure major general to iconic hero of the South.



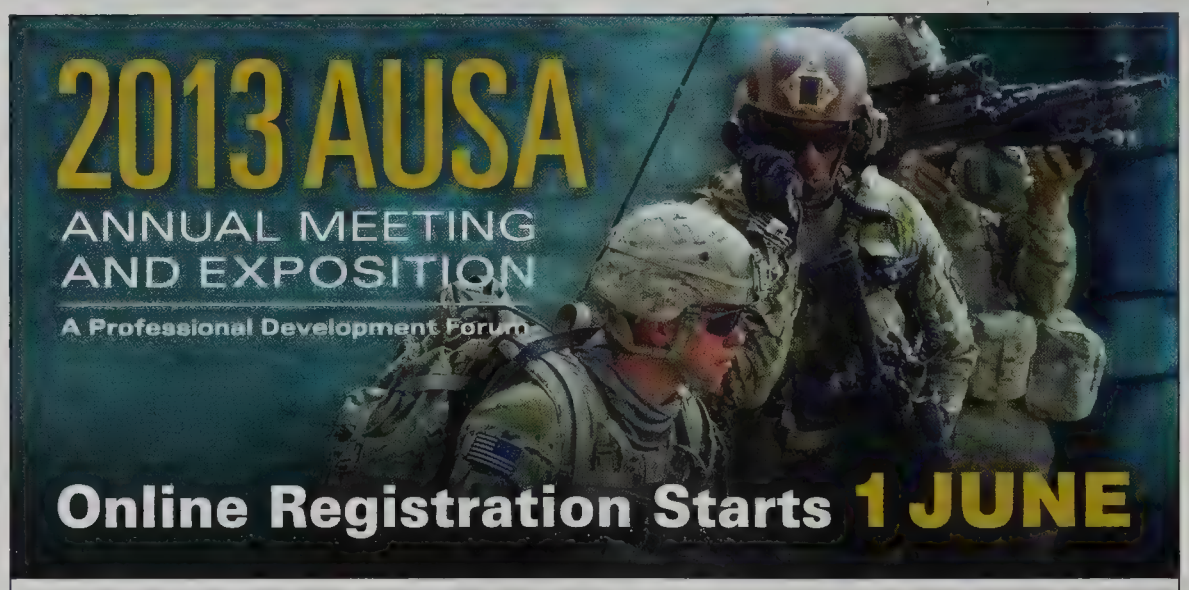
Stonewall Jackson

Library of Congress

Contemporary and modern military historians have long considered the 1862 Shenandoah Valley Campaign of Virginia as one of the most brilliant campaigns conducted during the Civil War. Told primarily from the Confederate perspective for 150 years, the Valley Campaign greatly contributed to the failure of Union MG George McClellan's attempt to capture Richmond, Va. In this book, Cozzens seeks to correct this imbalance by presenting a more balanced and comprehensive analysis, "giving equal voice to both Union and Confederate sources." Through his meticulous research and insightful analysis, Cozzens has produced the definitive history of the Valley Campaign.

Cozzens brings impressive credentials to the table and offers a fresh perspective of this critical campaign. Known primarily as a military historian of the Western Theater of the Civil War, Cozzens is an independent scholar and foreign service officer with the U.S. Department of State. He wrote seven highly acclaimed Civil War books, including *No Better Place to Die: The Battle of Stones River, This Terrible Sound: The Battle of Chickamauga* and *The Darkest Days of the War: The Battles of Iuka and Corinth*. He is also an editor of two volumes of the *Battles and Leaders of the Civil War* series.

Cozzens assigns high marks to Jackson for achieving his campaign objectives of diverting federal reinforcements to McClellan's army on the Virginia Peninsula. He also lauds Jackson for the boost he gave Southern morale after a series of military de-



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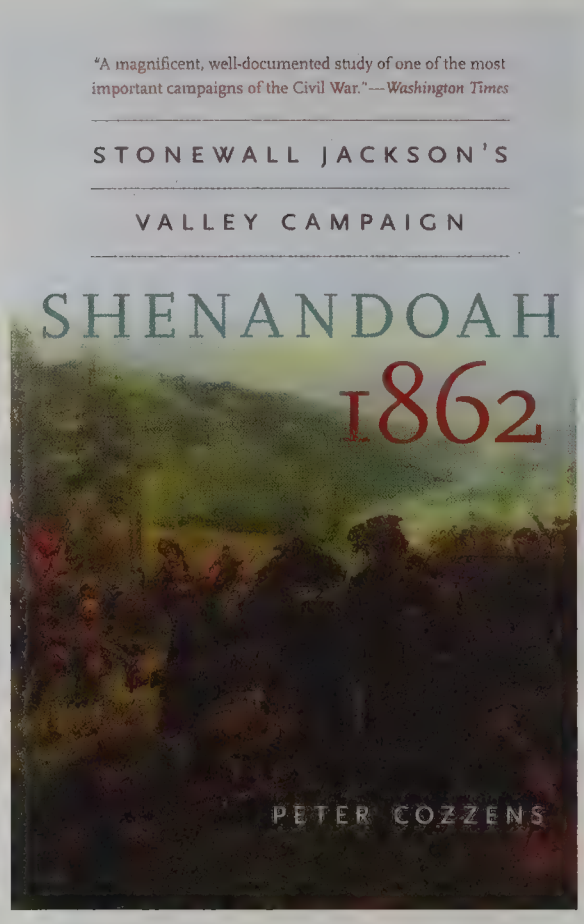
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feats. On the debit side, he faults Jackson for "his tactical management of his army once it was committed to battle." Cozzens opines that, at the battles of Kernstown, McDowell and Port Republic, Jackson's "tendency to feed his army into battle piecemeal caused unnecessarily high losses and prolonged some contests longer than was warranted."

Nowhere was Jackson's piecemeal deployment of his units costlier than during the Battle of Port Republic on June 9, 1862. In Cozzens' estimation, the culminating engagement of the Valley Campaign "was a battle that need never have been fought." Perhaps, but Cozzens has the benefit of 20-20 hindsight that Jackson did not.

Cozzens also explores Jackson's most critical decision during the Valley Campaign in detail. Following the Battle of Kernstown on March 23, 1862, Jackson relieved BG Richard B. Garnett, commander of the Stonewall Brigade, for neglect of duty and placed him under arrest pending convocation of a court-martial. "Seldom during the Civil War was a general officer as gallant and a capable as Garnett treated so unjustly," Cozzens asserts. By withdrawing his brigade before numerically superior forces when there was no chance of reinforcements or resupply, Garnett actually saved the Valley army from total destruction. Cozzens vehemently criticizes Jackson for his reluctance to accept accountability for his only tactical defeat of the campaign.



How then did Jackson succeed? Cozzens cites a number of possibilities. Jackson benefitted incalculably from a dysfunctional Federal command structure. Contemporary Union commanders remarked about the absence of a guiding hand—too many district commands and too many independent commanders. Too late did President Abraham Lincoln acknowledge that he should have remembered that, in operations against the Confederate capital, the general rule should be to "stand on the defensive everywhere else, and direct as much force as possible to Richmond."

There remains another factor in Jackson's success against a series of Northern commanders directed to bring the elusive Stonewall to bay. Through hard marching, tenacious fighting that often bordered on recklessness and maintaining interior lines against vastly superior enemy forces, Jackson repeatedly kept his adversaries off balance. These tactics forced senior Union leaders to react to him and not the other way around. In the process, Jackson provided GEN Robert E. Lee precious time to improve the defenses of Richmond and prepare his newly minted Army of Northern Virginia for offensive operations. Jackson possessed numerous personal flaws, which Cozzens correctly identifies, but lack of audacity was not one of them. *Shenandoah 1862* leaves little doubt a century and a half after the Valley Campaign that Stonewall Jackson simply out-thought and out-fought his opponents.



"Security needed here?"

***COL Cole C. Kingseed**, USA Ret., Ph.D., former professor of history at the U.S. Military Academy, is a writer and consultant*

Historically Speaking

Sergeant's Stripes

By BG John S. Brown
U.S. Army retired

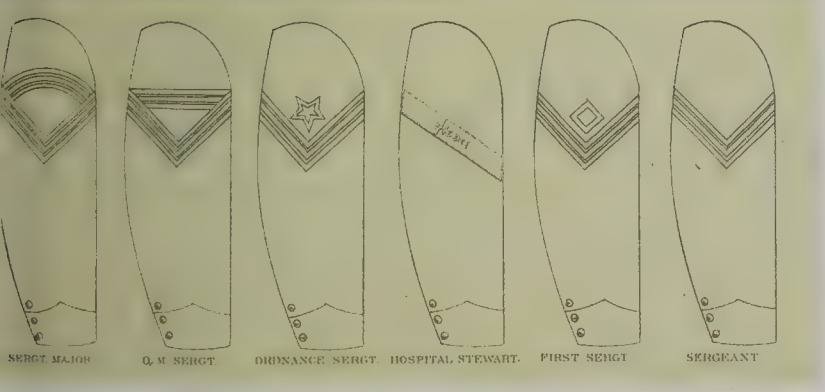
On June 14, many of us will attend ceremonies honoring the Army's 238th birthday, and most that do will be in presence of soldiers wearing stripes. Depending on the iform worn, these stripes may be large and on a sleeve; all and subdued on a collar; or on a flap centered along front of the chest. Wherever worn, they designate a sol-r committed to the direct and personal leadership of ier soldiers: a noncommissioned officer.

NCOs have been with us for a long time. The first clear scription we have of soldiers filling an NCO role seems be in Thucydides' description of the effectiveness of the artan phalanx. Far from just lining everyone up and ving out, the Spartans invested each file leader with mprehensive supervisory responsibilities for the men be-d him. This enabled rapid transmissions of orders, effi-nt formation changes and speedy internal reconfigura-ns to accommodate differences in terrain or tactical cumstances. The Macedonians (and, later, the Romans) cked up on the technique, adding unique crests and adgear to ensure their NCOs were immediately recogniz-e in the confusion of battle. If Julius Caesar wanted to the word out quickly to make something happen, he uld talk to the nearest centurion. This worthy NCO was gged into a network of up-front leadership that per-ded the battlefield.

There is considerable evidence of the survival of NCO ditions through the Dark Ages and of their revival and liferation with the Renaissance. GEN George Washing-n, like Caesar, faced the challenge of fielding a readily vis-e network of up-front leadership to organize a chaotic ttlefield. Since he and his officers were generally on rseback, brightly colored shoulder epaulettes visible m above made sense. Beginning in July 1775, sergeants wore a red strip of cloth on the right shoulder and corporals wore green. In 1779, GEN Washington went to white epaulettes for infantry NCOs, yellow for artillery and blue for cavalry. Sergeants wore epaulettes on both shoulders, and corporals wore them on the right shoulder only.

Epaulettes remained the approved solution for designating NCOs through 1821, when the practice fell afoul of fashion. In 1821, the Army took to building up the shoulders of uniforms for all ranks with elaborate and colorful "wings," making epaulettes impractical. By 1832, the wings were gone, but, in the following year, dragoons introduced metal shoulder armor to protect themselves from downward saber cuts. Their Indian and Mexican opponents actually delivered very few of these, but the practice nevertheless continued until 1872. During this era of wings and shoulder armor, chevrons on sleeves took root as an alternative to epaulettes on shoulders for NCOs. Chevrons proved to be keepers.

In 1821, chevrons pointed up. In 1833, chevrons for dragoons pointed down. During the Mexican War, the system extended to all branches and noncommissioned ranks, with



tail from a 19th-century illustration of Army uniforms during the 'il War (above) shows the chevrons denoting various ranks of 'geant in the Union Army. Color helped distinguish branch and ecialty, right. By 1872, the Army recognized 11 grades of non-nmissioned officer wearing seven different chevrons.



David Rumsey Map Collection

white or yellow chevrons pointing up on fatigue uniforms. In 1851, uniforms changed again and all chevrons pointed down. Designated branch colors led to infantry stripes in light blue, cavalry stripes in yellow and artillery stripes in red. The mass mobilization of the Civil War put tens of thousands of NCOs in chevrons where hundreds had worn them before. Perhaps 200,000 of the two million who served in the Union Army wore sergeant's or corporal's stripes. By 1872, the Army recognized 11 grades of NCO sporting seven distinctive chevrons.

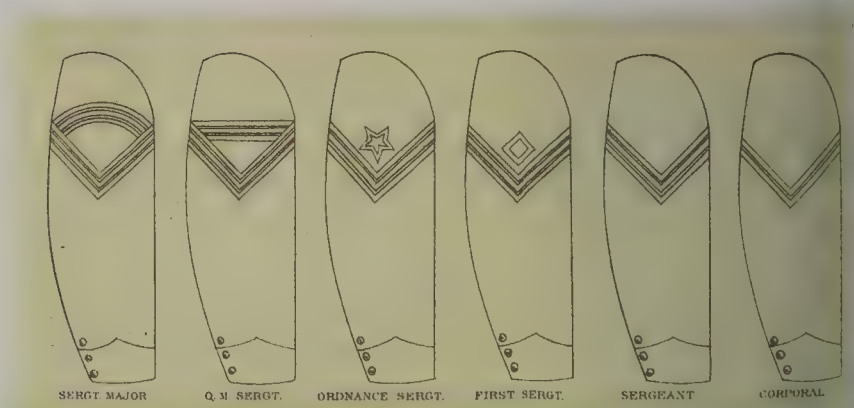
Between 1872 and 1920, the Army dealt with the increasing complexity of modern warfare with a diverse proliferation of chevrons. Chevrons began pointing up again in the early 1900s and have been pointing up ever since. Following earlier usages for infantry, cavalry and artillery, chevrons communicated branch and specialty along with rank. They did so by varying the colors of the stripes and adding specialized icons. A post commissary sergeant, for example, was given three purple stripes and a purple crescent moon, while a cavalry drum major received three yellow stripes and crossed drumsticks. Specialist insignia were added, often designating NCO status but not necessarily commensurate with leadership responsibilities. Thus a cook received a loaf of bread; a farrier, a horseshoe; a bugler, a bugle; and a chauffeur, a wheel.

In 1920, after World War I, the Army recognized that it was trying to communicate too much information with a single patch. It had deployed more than 100 distinctive chevrons. A new system relegated branch designations to a separate insignia rather than the color of chevrons. One's specialty dropped off the uniform, by and large. Chevrons went back to designating leadership. Five noncommissioned grades were recognized—corporals received two stripes, sergeants received three, staff sergeants received three and a rocker, and higher grades received three stripes and two or three rockers. Colors were standardized, although the particular mix of colors for chevrons and their backgrounds has varied from time to time since 1920 as uniforms have changed.

The Army continued to struggle over distinctions between combat leadership and technical specialties. In World War II, it introduced chevrons with a *T* underneath for each of three technician grades. These disappeared after the war, but in 1955 the concept re-emerged with unique patches for specialist grades paralleling those of senior NCOs. By 1959, there were six, running from specialist 4 through specialist 9. Sobered by the 360-degree battlefield in Vietnam, the Army phased out all but specialist 4 durin the 1970s and 1980s. Specialist 4 was relabeled specialis and, although accorded the pay grade of a corporal, not a tually considered an NCO. NCOs were to be leaders r gardless of specialty, and they would lead in combat as r quired.

Stripes on the sleeve remain an NCO tradition comin up on 200 years now, but alternatives have emerged a outer garments, equipment and redesigned uniforms wit shoulder pockets make the location less practical—or vis ble. Beginning in 1967, the Army authorized miniatur metal pin-on insignia. Designed for collars, these soon b came popular centered on the front of helmets. In du course, cloth versions replaced metal, and then Velcr emerged as an alternative to sewing or pinning them on.





Stripes on Confederate uniforms (above) were similar to those o Union soldiers. The mass call-up of the Civil War created tens o thousands of sergeants and corporals on both sides. Confedera as well as Union sergeants received three stripes, while corpora wore two.

***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. Author of* Kevlar Legions: The Transformation of the U.S. Army, 1989–2005, *he has a doctorate in history from Indiana University.*



U.S. Army



U.S. Army

ove, the first Sergeant Major of the Army, William O. Wooldridge ght), greets other sergeants during a visit to the Marne Division. ove right, SMA George W. Dunaway (left), who succeeded SMA oldridge, walks with CSM Lawrence E. Kennedy, 3rd Infantry Di- ion, in Würzburg, Germany. Stripes on sleeves remain an NCO dition, but in 1967 the Army authorized metal insignia worn on e collar, as shown, and later on the helmet.

At Army birthday celebrations, you will see sergeant's ripes in various places. Regardless of where they are, they mmunicate a message as timeless as the centurion's ique horsehair crest: "I am a noncommissioned officer. I ad soldiers." ★

Recommended Reading

Hartzog, William W., *American Military Heritage* (Washington, D.C.: Center of Military History, 2001)

Hogan, David W. Jr., Fisch, Arnold G. Jr. and Wright, Robert K. Jr., *The Story of the Noncommissioned Officer Corps: The Backbone of the Army* (Washington, D.C.: Center of Military History, 2003)

Stewart, Richard W., *American Military History* (Washington, D.C.: Center of Military History, 2005)

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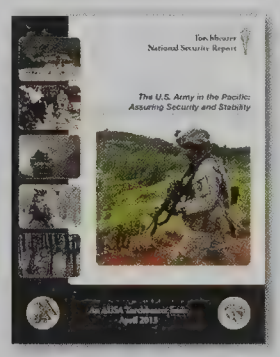
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- **An NCO's Commitment and Journey[3]** (1st Quarter 2013)[1]

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- **Profile of the U.S. Army 2012: a reference handbook** (June 2012)[1]
- **Your Soldier, Your Army: A Parents' Guide** by Vicki Cody (also available in Spanish)[1]

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- **LPE 13-2 – The Hard Truth about "Easy Fighting" Theories: The Army is Needed Most When Specific Outcomes Matter** by Huba Wass de Czege (April 2013)[1]
- **LPE 13-1 – Military Ethic and the Judge Advocate General's Corps: Legal Guardians of the Profession of Arms** by Mari K. Eder (April 2013)[1]
- **LPE 12-1 – Just Don't Take Away My Smartphone** by Jeremy Rasmussen (October 2012)[1]

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[1] Available on AUSA website at www.ausa.org/ilw.
[2] Available ONLY on AUSA website at www.ausa.org/ilw.
[3] Lead story.
[4] Winner of the 2012 AUSA/Army Capabilities Integration Center (ARCIC) writing contest.



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By LTC Joe Doty, USA Ret. and MSG Jeff Fenlason
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By COL Charles D. Allen, USA Ret.
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Toward Strategic Landpower
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Although AirLand Battle remains a valid military strategic concept for waging war against traditional military threats, the Army needs a coherent and comprehensive concept for fighting among the irregular and hybrid enemies it will continue to face in the future. ***Page 20***





Virtual Immersion Training: Bloodless Battles For Small-Unit Readiness
By MG Bob Scales, USA Ret.
Virtual simulation training allows soldiers to gain close combat experience in safe immersion exercises that teach them to react to a wide variety of circumstances. ***Page 24***

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y Scott R. Gourley
wo types of training ammunition—produced by Ultimate aining Munitions and General Dynamics Ordnance and actical Systems Simunition Operations—offer variety, flexibility nd new safety features. ***Page 28***



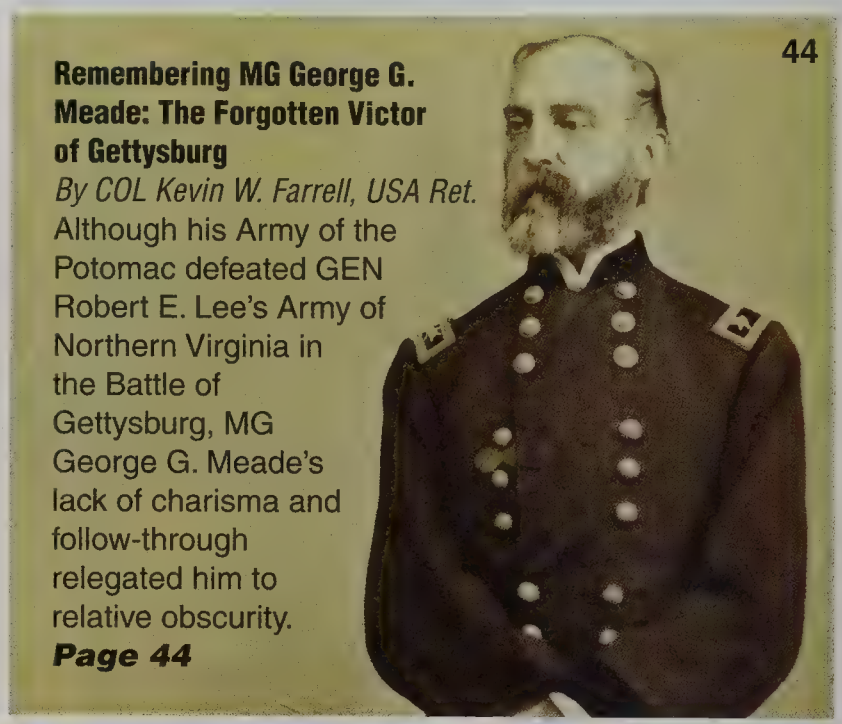


Historically Speaking: Gettysburg and Vicksburg at 150
By BG John S. Brown, USA Ret.
July 4 marks the anniversary of two turning points of the Civil War: MG George G. Meade and his Army of the Potomac's defeat of GEN Robert E. Lee and his Confederate forces at Gettysburg, Pa., and the surrender of the fortress city of Vicksburg, Miss., after a historic siege. ***Page 34***

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Letters

Road to Citizenship

■ The Lodge Act alien enlistment program has provided a path to American citizenship though service in the Army.

Senator Henry Cabot Lodge, who later served as the U.S. Ambassador to the Republic of Vietnam, proposed that the 81st Congress open the door and make enlistment in the U.S. Army possible to 2,500 men residing in the displaced persons camps in Austria, Germany, Italy and the Free Territory of Trieste, which later became part of Italy. The basic qualifications to apply were no police record, excellent health and reasonable intelligence in order to pass the English language test. At 18, I was one of the fortunate young men to answer the recruitment call and enlist in the U.S. Army.

Invitational orders were issued by the Headquarters of Trieste U.S. Troops to allow our small group to travel from Trieste to Camp Grohn, Germany, where the Replacement Detachment of the Army was located on the outskirts of the city of Bremen. The Army owned a medium-sized hospital in Bremerhaven, Germany, some 40 miles away, where we took our introductory medical examination. After enlistment, we were drilled in basic military skills in order to get us "on board." We were taught to follow orders and to drill just as any other recruit does. This lasted for two months. After that, we were transferred to the continental United States.

After arriving in America, we were in-processed in the Army system at the former Camp Kilmer, N.J., and transferred to Fort Devens, Mass., where we received three months of English language training and became familiar with the Army drill.

From there, our group was reassigned as individuals to various units for basic training. I landed in Company M of 364th Infantry Regiment, 9th Infantry Division, at then-Fort Dix, N.J.

After basic training, I was reassigned to the 82nd Airborne Division, where I served for 18 months.

My other assignments were with the 101st Airborne Division, 10th Special Forces Group, 1st Infantry Division (Forward), Seventh Army Aviation Group and VII Corps.

I had the privilege to serve in the Army for more than 26 years and earned 10 promotions, including master sergeant and Chief Warrant Officer 3. Many of us continued serving the Army; a buddy of mine advanced to the rank of lieutenant colonel. I am sure that the great majority of us made considerable contributions to our new country, the United States of America.

The Lodge Act was a meaningful route to earn American citizenship, for which we could apply after five years of service.

SAMO (SAM) LESJAK, PH.D.
Springfield, Va.

Ballistic Glasses Invaluable

■ I was denied reactivation after 9/11, so I went to Iraq as a civilian. We provided ballistic glasses to our security people, and they proved incredibly valuable. The eyewear protected

This Month's Cover



Hundreds of U.S. flags are on display on the grounds of the Airborne & Special Operations Museum in Fayetteville, N.C., to honor the sacrifice and service of American veterans and military personnel still on active duty.
(Cover photograph by Dennis Steele)

ur people from flying glass and other agments when a vehicle took fire or it an improvised explosive device. In ne case, they deflected an AK round, aving the life of the wearer.

I read in the March installment of Soldier Armed" that some warfighters were using tinted lenses to defeat lare. This may be an acceptable practice in some environments, but in the ungle—or where there is a lot of nadow and brush—those with tinted enses can have problems spotting trip vires. Maybe the current models have vercome that shortcoming.

LTC DARRELL ELMORE, USA RET.
Rio Rancho, N.M.

nclusive Language: *Gender* vs. *Sex*

■ Without listing the several missives oncerning inclusive linguistic representation, I would like to draw attention to ne actual problem. There is, indeed, an ssue—a grammatical disconnect. Let us ot forget that *gender* is a term that addresses the grammatical use of words. *ex* refers to a biological distinction. Have we forgotten our seventh-grade English classes? There are plural and possessive pronouns that address masculine, feminine, neuter and indeterminate genders. Please do not mix them up. It looks very unprofessional and uneducated.

In my 28-year military career, I occasionally sat on promotion or job applicant boards. Those who used bad grammar inevitably fared poorly—especially when applying for a position requiring language skills. Too many people, especially those who have little about which they may complain, have forgotten the indeterminate pronouns, which are spelled and pronounced the same as the masculine. In recent years, the schools may teach them as the "generic" pronouns.

The problem here is that some folks feel victimized when there is no victimization. So, come on, soldiers—there are real problems out there!

LTC KENNETH E. DERRINGER, USA RET.
Hyattville, Wyo.

ARMY Magazine welcomes letters to the editor. Short letters are more likely to be published, and all letters may be edited for reasons of style, accuracy or space limitations. Letters should be exclusive to ARMY Magazine. All letters must include the writer's full name, address and daytime telephone number. The volume of letters we receive makes individual acknowledgment impossible. Please send letters to The Editor, ARMY Magazine, AUSA, 2425 Wilson Blvd., Arlington, VA 22201. Letters may also be faxed to (703) 841-3505 or sent via e-mail to armymag@ausa.org.

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Washington Report

GEN Odierno to Congress: Sexual Assault 'Like a Cancer Within the Force'

Army Chief of Staff GEN Raymond T. Odierno, the leaders of the other military services and Chairman of the Joint Chiefs of Staff GEN Martin E. Dempsey were called to a hearing before the Senate Armed Services Committee in June on pending legislation regarding sexual assaults in the military. "Sexual assault and harassment," GEN Odierno told the committee, "are like a cancer within the force—a cancer that left untreated will destroy the fabric of our force."

Congress is weighing several proposals to improve the way the military justice system handles this issue. GEN Odierno said the Army has "failed" in dealing with the problem. Improvements can and should be made, he told the committee, but a complete overhaul of the system is not the answer. Any changes to the Uniform Code of Military Justice (UCMJ) should be made deliberately and thoughtfully and not in a piecemeal way, he said.



Army Chief of Staff GEN Raymond T. Odierno, accompanied by Judge Advocate General LTG Dana K. Chipman and Chairman of the Joint Chiefs of Staff GEN Martin E. Dempsey, testifies in June about sexual assault in the military.

U.S. Army /SSG Teddy Wade

One of the proposed pieces of legislation would change the UCMJ so that commanders would no longer decide whether serious crimes, including cases of sexual misconduct, go to trial. Instead, those decisions would be made by trial counsels who have prosecutorial experience and hold the rank of colonel or above. GEN Odierno thinks that proposal might make the problem worse. "Sexual assault and harassment are issues of discipline that require a change in our culture," he said. Reducing a commander's role would undermine his or her ability to effect that change.

Civilian Furloughs. DoD in May announced plans to begin mandatory furloughs of up to 11 days for most of its 800,000 civilian workers worldwide. The furloughs are expected to begin this month and occur one day a week through the end of this fiscal year, which ends September 30.

Secretary of Defense Chuck Hagel stressed that budgetary shortfalls of more than $30 billion drove the decision, which he made "very reluctantly." The 11 days are down from the 14 the Pentagon said would be necessary earlier this year and are half the 22 originally predicted in March. The move will save DoD $18 billion.

Some 120,000 civilian employees—about 15 percent—will be exempt from the furloughs. About 50,000 foreign workers at bases overseas are exempt because of agreements with their host nations. Nearly 30,000 shipyard workers will not be furloughed because doing so would cause costly delays on work being done on Navy aircraft carriers and submarines. Civilians deployed to combat zones and those considered necessary to protect life and property also will be exempt. In addition, teacher furloughs in the Department of Defense Education Activity will be limited in order to retain an accredited school year.

Secretary Hagel will review the situation later this year and end the furloughs early if DoD's budgetary situation permits it.

For more information, visit www.defense.gov/news/FurloughMemo.pdf.

Stolen Valor Act Becomes Law. HR 258, also known as the Stolen Valor Act of 2013, which would punish people who falsely claim to have won military honors, passed both chambers of Congress in late May. President Barack Obama signed it into law in June.

The bill, introduced by Rep. Joseph J. Heck (R-Nev.), replaces the Stolen Valor Act of 2005, which also made it a crime to lie about military service or awards. That law was overturned by the U.S. Supreme Court in the summer of 2012 and declared unconstitutional because it interfered with the right of free speech.

The new Stolen Valor Act is more narrowly focused than its predecessor and speaks specifically to profit. It states that "whoever, with intent to obtain money, property or other tangible benefit, fraudulently holds oneself out to be a recipient of a decoration or medal shall be fined under this title, imprisoned not more than one year, or both."



PFC Matthew Zajac, US Army, 2nd Infantry Division, Fort Carson, Colorado and his father, Mike, photographed at a Fisher House in San Antonio, Texas.

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News Call

SFAATs Foster Afghan Independence

As the 2014 deadline for withdrawal f combat forces from Afghanistan raws closer, the job of Security Forces dvise and Assist Teams (SFAATs)—reparing and training Afghan troops or independent operations—grows ore crucial. SFAATs consist of 10 to 20 oldiers advising *kandaks*, or battalion ze units, throughout Afghanistan.

In May, SFAAT Blackhorse, with 1st quadron, 32nd Cavalry Regiment, 1st rigade Combat Team (BCT), 101st Airorne Division (Air Assault), served in n advisory capacity while an Afghan Iational Army (ANA) *kandak* and Afhan Uniformed Police (AUP) perormed an air assault in an isolated griculture district in western Nangaar Province. The objective of the 80-our mission was to clear the area round the district center of enemy peronnel. The training and advice offered y SFAAT Blackhorse ensured mission uccess and was another step toward ndependence for the Afghan military.

Another team, SFAAT 11, with the 62nd Infantry Brigade, attached to nd Battalion, 506th Infantry Regiient, 4th BCT, 101st Airborne Divion, visits combat outposts in Khowst rovince. SFAAT 6, Cross Functional eam Warrior, 10th Mountain Division Light Infantry), regularly advises UP and Afghan local police as well s a *kandak* from the ANA in Ghazni rovince. In neighboring Logar Provnce, the SFAAT with 4th Infantry BCT, rd Infantry Division, trained a team f Afghan National Civil Order Police o counteract improvised explosive evices, enter and clear rooms, plan issions, and perform other tactical kills.

"The SFAAT mission is to work hemselves out of a job," 1LT James romhout said.

Corps Inactivates. V Corps, which ncased its colors in Wiesbaden, Gerany, in May after an almost yearlong deployment to Afghanistan, inactivated in June.

Most of the deployed V Corps headquarters staff led the International Security Assistance Force (ISAF) Joint Command, supervising coalition operations throughout Afghanistan. Other V Corps troops were stationed throughout the country, serving with U.S. Forces-Afghanistan, the NATO training mission and ISAF headquarters, or were sent to serve farther away in Kuwait or Qatar.

The Army's only permanently forward-deployed corps, V Corps originally was slated for inactivation in 2009. When the unit cased its colors last May, the unit's commander, LTG James L. Terry, noted that his unit has been inactivated before. "Whenever the nation calls," he said, "and it's going to call sometime down the road, V Corps' colors will come out and wave proudly again."

V Corps troops returned to Wiesbaden to out-process, reintegrate, reunite with their families, take block leave, and then head to new assignments.

Founded in 1918 and nicknamed Victory Corps for its rapid advance in World War I's Meuse-Argonne Offensive, V Corps has maintained its presence in Germany since 1951, where it defended the Fulda Gap during the Cold War.

Gender-Neutral Standards. In compliance with the May 15 deadline, Army officials submitted to Secretary of Defense Chuck Hagel the service's strategy on how it will integrate women into combat arms by 2016 using gender-neutral occupational standards.

Opponents of the plan fear the change will result in a drop in physical standards, but in a document released to Military.com, U.S. Army Training and Doctrine Command (TRADOC) said it believes the plan "will enable us to select those best qualified for positions." The document also says TRADOC has launched "two major efforts in support of this full integration of women soldiers."

TRADOC is working to develop gender-neutral physical standards in conjunction with U.S. Army Medical Command, the U.S. Army Research Institute of Environmental Medicine and the U.S. Army Research Institute for the Behavioral and Social Sciences. Meanwhile, the TRADOC Analysis Center "is examining the institutional and cultural barriers related to integrating women soldiers into previously all-male specialties and units in order to develop strategies to overcome these barriers."

According to Army spokesman LTC Stephen Platt, some of the jobs being reviewed are cavalry scout, infantry senior sergeant, combat engineer and special forces officer, but no final decisions have been made. The review will use knowledge gained over the last 11 years of war in terms of skills, abilities and other traits to validate gender-neutral occupational standards.

Guard Aids Cleanup. Oklahoma National Guard soldiers rushed to aid their neighbors after a tornado struck Moore, Newcastle, and parts of south Oklahoma City on May 20. Twenty-four people were confirmed dead, among them nine children. Governor Mary Fallin activated the National Guard members to help with search and rescue and cleanup just hours after the 1.3-mile-wide twister ripped through central Oklahoma, leaving a 17-mile-long swath of debris in its wake.

The 63rd Civil Support Team, which specializes in search and rescue and finding physical hazards, also responded to the emergency, supporting local law enforcement officials and first responders. The mission was personal for many who had grown up in the area

GENERAL OFFICER CHANGES*



GEN C.M. Scaparrotti from Dir., Jt. Staff, Washington, D.C., to Cmdr., UNC/CFC/USFK, ROK.



LTG J. Anderson from CG, 4th Infantry Div. and Fort Carson, Fort Carson, Colo., to CG, XVIII Airborne Corps and Fort Bragg, Fort Bragg, N.C.



LTG W.T. Grisoli from Dir., OBT, OUSA, Washington, D.C., to Dir. of Army Staff, Washington, D.C.



LTG R.A. Thomas III from Cmdr., SOJTF-A/NSOCC-A, OEF, Afghanistan, to Assoc. Dir., CIA for Military Affairs, Washington, D.C.



MG J.S. Buchanan from Dep. CG, I Corps and JB Lewis-McChord, JB Lewis-McChord, Wash., to CG, MDW/Cmdr., JFHQ-NCR, Washington, D.C.



MG K.R. Dahl from Dep. CG-Spt., USF-A, OEF, to Dep. CG, I Corps and JB Lewis-McChord, JB Lewis-McChord.



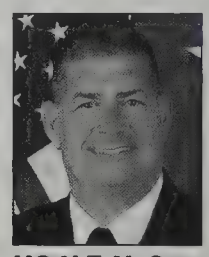
MG W.F. Duffy, USAR, from Cmdr. (TPU), MIRC, Fort Belvoir, Va., to Asst. Dep. CoS, G-3, Mobilization and Reserve Affairs (IMA), HQDA, Washington, D.C.



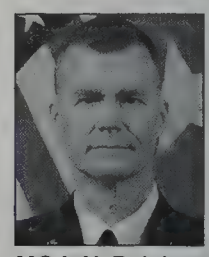
MG R.E. Dziedzicki, USAR, from Dep. Cmdr. (TPU), 3rd MC (MSE), Fort Gillem, Ga., to Cmdr. (TPU), 3rd MDSC, Forest Park, Ga.



MG A.R. Lynn from CG, NETCOM, Fort Huachuca, Ariz., to Vice Dir., DISA, Fort Meade, Md.



MG M.T. McQueen, USAR, from Cmdr. (TPU), 350th CACOM, Pensacola, Fla., to Dep. CoS, Mobilization and Reserve Affairs (IMA), USAREUR and Seventh U.S. Army, Heidelberg, Germany.



MG L.N. Polakowski, USAR, from Dep. Dir. for Force Protection/Counter-Mass Destruction (Chairman's Reserve Program), J-8, Jt. Staff, Washington, D.C., to Dep. Dir. (Chairman's Reserve Program), Ctr. for Combating WMD, USSTRATCOM, Fort Belvoir.



MG R.L. Waddell, USAR, from Cmdr., CJIATF-Shafafiyat, NATO, ISAF, Kabul, Afghanistan, to Dep. Cmdr., Mobilization and Reserve Affairs (IMA), SOUTHCOM, Miami.

Brigadier Generals: **S.W. Ainsworth**, USAR, from CoS (TPU), 87th USAR Spt. Cmd. (East), Birmingham, Ala., to Cmdr. (TPU), 94th Training Div. (FS), Fort Lee, Va.; **B.E. Alvin**, USAR, from CoS (TPU), 351st CACOM, Mountain View, Calif., to Asst. CoS (IMA), J-4, UNC/CFC/USFK, Seoul, ROK; **R.A. Bassford**, USAR, from Asst. Cmdr.-Spt. (TPU), 108th Training Cmd. (IET), Charlotte, N.C., to Dep. CG (TPU), 88th RSC, Fort McCoy, Wis.; **L.P. Burch**, USAR, from Chief Judge (IMA), ACCA, Fort Belvoir, to CG, USAR Legal Cmd., Gaithersburg, Md.; **J.R. Burgos**, USAR, from Chief, Reserve Affairs Office (AGR), U.S. Transportation Regiment and School, Fort Lee, to Cmdr. (TPU), 1st MSC, Fort Buchanan, Puerto Rico; **J.E. Cardwell,** USAR, from CoS (TPU), 84th Training Cmd., Fort Knox, Ky., to Cmdr. (TPU), 9th MSC, Fort Shafter, Hawaii; **D.J. Christian**, USAR, from CoS (TPU), 108th Training Cmd., Charlotte, N.C., to Cmdr. (TPU), 95th Training Div. (IET), Oklahoma City; **M. Dillard**, USAR, from CoS(TPU), 451st Combat Spt. ESC, Wichita, Kan., to Cmdr. (TPU), 310th ESC, Indianapolis, Ind.; **J.J. Elam**, USAR, from Dep. Cmdr. (TPU), 411th Eng. Bde., New Windsor, N.Y., to Cmdr. (TPU), 102nd Training Div. (Maneuver Spt.) and Dep. Cmdr. for Mobilization and Training, USAMSC, Fort Leonard Wood, Mo.; **U.D. Glanville**, USAR, Cmdr., ROLFF-A, USF-A, OEF, to Chief Judge, ACCA, Fort Belvoir; **B.E. Hackett**, USAR, from Dep. Cmdr. (TPU), 316th ESC, Coraopolis, Pa., to Cmdr. (TPU), 78th Training Div. (Ops.), JB McGuire-Dix-Lakehurst, N.J.; **J.J. Heck**, USAR, from Medical Advisor (TPU), OCAR, Washington, D.C., to Dep. Cmdr. (TPU), 3rd MC (MSE), Atlanta; **T.J. Kallman**, USAR, from Cmdr. (AGR), 4th Bn., 339th Rgt. (Attack Helicopter), Fort Knox, to Dep. CG (TPU), 79th USAR SSC, Los Alamitos, Calif.; **W.B. Mason**, USAR, from CoS (TPU), 352nd CACOM, Fort Meade, Md., to Dep. CG (TPU), USACAPOC(A), Fort Bragg; **K.H. Moore**, USAR, from Dir., Civil Affairs Branch (AGR), USAJFKSWCS, Fort Bragg, to Dep. Cmdr. and RC Integration Advisor (IMA), SETAF, USARAF, Vicenza, Italy; **T.T. Murray**, USAR, from Cmdr. (TPU), 2nd Battle Cmd. Training Grp., 4th Bde., 75th Battle Cmd. Training Div., Birmingham, Ala., to Cmdr. (TPU), Gulf Training Div., 75th Training Cmd., Birmingham; **M.C. O'Guinn**, USAR, from Dir., Reserve Affairs (AGR), OSG, Falls Church, Va., to Dep. Cmdr. (TPU), 807th MC (MSE), Salt Lake City; **P. Reinert**, USAR, from CG, USAR Legal Cmd., Gaithersburg, to Cmdr., ROLFF-A, USF-A, OEF; **J.M. Richardson** from Dep. CG, III Corps, OEF, to Dep. CG-Spt., USF-A, OEF; **M.N. Schanely**, USAR, from CoS (TPU) 416th Theater Engineer Cmd., Darien, Ill., to Cmdr. (TPU), 411th Engineer Bde., New Windsor, N.Y.; **R.A. Spitler**, ARNG, from Dir. of Effects, USARCENT/Third U.S. Army, Kuwait, to CoS, USARCENT/Third U.S. Army, Shaw AFB, S.C.; **R.J. Torres**, USAR, from Dep. Cmdr.-Spt. (TPU), 80th Training Cmd. (TASS), Richmond, Va., to Dep. CG (TPU), 80th Training Cmd. (TASS), Richmond.

***ACCA**—U.S. Army Court of Criminal Appeals; **AFB**—Air Force Base; **AGR**—Active Guard Reserve; **ARNG**—Army National Guard; **CACOM**—Civil Affairs Cmd.; **CG**—Commanding General; **CIA**—Central Intelligence Agency; **CJIATF**—Combined Joint Interagency Task Force; **CoS**—Chief of Staff; **DISA**—Defense Information Systems Agency; **ESC**—Sustainment Cmd. (Expeditionary); **FS**—Force Sustainment; **HQDA**—Headquarters Department of the Army; **IET**—Initial Entry Training; **IMA**—Individual Mobilization Augmentee; **ISAF**—International Security Assistance Force; **JB**—Joint Base; **JFHQ-NCR**—Joint Force Headquarters-National Capital Region; **MC**—Medical Cmd.; **MDSC**—Medical Cmd. (Deployment Spt.); **MDW**—U.S. Army Military District of Washington; **MIRC**—Military Intelligence Readiness Cmd.; **MSC**—Mission Spt. Cmd.; **MSE**—Mission Spt. Element; **NATO**—North Atlantic Treaty Org.; **NETCOM**—U.S. Army Network Enterprise Technology Cmd.; **OBT**—Office of Business Transformation; **OCAR**—Office of the Chief, Army Reserve; **OEF**—Operation Enduring Freedom; **Ops.**—Operations; **OSG**—Office of the Surgeon General; **OUSA**—Office of the Under Secretary of the Army; **RC**—Reserve Component; **Rgt.**—Regiment; **ROK**—Republic of Korea; **ROLFF-A**—Rule of Law Field Force-Afghanistan; **RSC**—Regional Spt. Cmd.; **SETAF**—Southern European Task Force; **SOJTF-A/NSOCC-A**—Special Ops. Joint Task Force-Afghanistan/North Atlantic Treaty Org. Special Ops. Component Cmd.-Afghanistan; **SOUTHCOM**—U.S. Southern Cmd.; **Spt.**—Support; **SSC**—Sustainment Spt. Cmd.; **TASS**—Total Army School System; **TPU**—Troop Program Unit; **UNC/CFC/USFK**—United Nations Cmd./Combined Forces Cmd./U.S. Forces Korea; **USACAPOC(A)**—U.S. Army Civil Affairs and Psychological Ops. Cmd. (Airborne); **USAJFKSWCS**—U.S. Army John F. Kennedy Special Warfare Center and School; **USAMSC**—U.S. Army Maneuver Spt. Ctr.; **USAR**—U.S. Army Reserve; **USARAF**—U.S. Army Africa; **USARCENT**—U.S. Army Central; **USAREUR**—U.S. Army Europe; **USF-A**—U.S. Forces-Afghanistan; **USSTRATCOM**—U.S. Strategic Cmd.; **WMD**—Weapons of Mass Destruction.*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*



Members of the 63rd Civil Support Team, Oklahoma National Guard, conduct search and rescue operations in Moore, Okla., in response to a devastating tornado that ripped through the center of town.

estroyed by the storm or had relatives ffected by the twister.

The Enhanced Fujita Scale 5 tornado acked winds of up to 200 mph. It truck in the afternoon while children vere still in the Plaza Towers Elemen- ary School in Moore, peeling the roof ff the building and reducing the valls to rubble. Soldiers from 700 rigade Support Battalion, 45th In- antry Brigade Combat Team, secured perimeter around the building and elped in search and rescue efforts.

More than a week after the tornado assed, National Guard soldiers were till on duty, clearing debris, helping naintain security and assisting in re- overy efforts. The storm was one of ne most destructive in Oklahoma's istory, with damage estimates exceed- ng $2 billion.

Uniform of the Future. In response to May request from U.S. Special Opera- ions Command (USSOCOM), the U.S. Army Research, Development and En- gineering Command (RDECOM) is ubmitting proposals for an advanced nfantry uniform. The Tactical Assault Light Operator Suit (TALOS) would ombine superhuman strength with reater ballistic protection.

TALOS would incorporate an exo- keleton with armor, displays for ower and health monitoring, and some form of weaponry. It would have a physiological subsystem embedded with sensors that lie against the skin to monitor core body and skin temperature, heart rate, body position and hydration levels.

RDECOM realized it will take various industries and skill sets to create such a physiological subsystem and posted a request for technology demonstrations submissions relevant to TALOS. Participants were invited to submit a white paper summary of their technology and how they think TALOS can be built. A limited number of those submissions were selected for demonstration this month near MacDill Air Force Base, Fla. The first goal of the demonstrations is to identify technologies that could be integrated into an initial TALOS within a year, while the second is to determine the feasibility of fielding TALOS within three years.

Opt in for CSL Boards. Starting this September, lieutenant colonels and colonels will have to "opt in," or actively make it known that they want to compete for fiscal year 2015 command positions and key billets using the Centralized Selection List (CSL) boards. This requirement ensures that only field grade officers who want to be commanders compete. Previously, officers logged into Human Resources Command's "command preference designator" computer system and selected the subcategories of command for which they wished to compete, but officers who did not log in and choose subcategories were automatically selected to compete in all categories.

Competing officers will no longer select categories—when they log in, they compete in all subcategories. The "all in" change recalls the concept of selfless service—serving where the Army needs an officer's talents. Competing officers will rank the subcategories in which they are eligible to compete, but they will be considered for all categories in order of their preference. Officers who fail to log in will not compete at all.

Subcategories are based on an officer's branch or functional area. An officer competing for a brigade command may have 14 subcategories from which to choose, while one vying for a battalion command may have 10. Lieutenant colonels can participate in three boards—maneuver, fires and effects; force sustainment; and operational support. All three are held in September. Colonels are eligible to participate in three similar boards, which are held in January.

Arlington Cemetery Improvements. In May, Arlington National Cemetery

SENIOR EXECUTIVE SERVICE ANNOUNCEMENTS



J.E. Morrow, Tier 3, from AASA to Exec. Advisor to the ASA (M&RA), both at the Pentagon, Arlington, Va.



J.N. Amato, Tier 2, from Dir., OTC, ATEC, Fort Hood, Texas, to Dir., AMSAA, AMC, APG, Md.



T. Schoenbeck, Tier 2, from Dir. of Mgmt./Vice Dir. of Army Staff, Pentagon, to Regional Dir. (Central), IMCOM, Fort Sam Houston-JB San Antonio, Texas.

Photograph unavailable: **E.V. Hansen,** Tier 2, to DASA (M&B), Civil Works, Pentagon.

Tier 1: **R.L. Goodman** to Dep. CoS/Asst. SG for Force Mgmt., MEDCOM, Falls Church, Va.; **K.M. Nelson** to Dep. AG, IE&E Audits, USAAA, Fort Belvoir, Va.; **T.C. Steffens** to Dir., Accountability and Audit Readiness, OASA (FM&C), Pentagon; **M.E. Woods** to Dep. PEO, C3T, USAASC, OASA (AL&T), APG, Md.

***AASA**—Administrative Assistant to the Secretary of the Army; **AG**—Auditor General; **AL&T**—Acquisition, Logistics and Technology; **AMC**—U.S. Army Materiel Cmd.; **AMSAA**—U.S. Army Materiel Systems Analysis Activity; **APG**—Aberdeen Proving Ground; **ASA (M&RA)**—Assistant Secretary of the Army (Manpower and Reserve Affairs); **ATEC**—U.S. Army Test and Evaluation Cmd.; **C3T**—Command, Control and Communications-Tactical; **CoS**—Chief of Staff; **DASA (M&B)**—Deputy Assistant Secretary of the Army (Management and Budget); **FM&C**—Financial Management and Comptroller; **IE&E**—Installations, Energy and Environment; **IMCOM**—U.S. Army Installation Management Cmd.; **JB**—Joint Base; **MEDCOM**—U.S. Army Medical Cmd.; **OASA**—Office of the Asst. Secretary of the Army; **OTC**—U.S. Army Operational Test Cmd.; **PEO**—Program Executive Officer; **SG**—Surgeon General; **USAAA**—U.S. Army Audit Agency; **USAASC**—U.S. Army Acquisition Spt. Ctr.*

(ANC) dedicated Columbarium Court 9, which is more than twice the size of the next largest columbarium there and has more than 20,000 niches for cremation urns.

The new columbarium, which cost nearly $13 million, is part of a three-part expansion program that will take ANC into the 2050s and allow it to accommodate up to 27,000 more burial sites. Called the Millennium Project, the expansion plan has met with opposition from environmentalists and preservationists because it would remove hundreds of trees and reshape some of the terrain. Cemetery planners, however, point out that the plan also calls for nearly 800 new trees, thousands of bushes and vines, and the removal of invasive species that endanger native plants. The plan is scheduled to be submitted for final approval this summer.

Since 2010, when investigations at ANC revealed poor record keeping and mismarked graves, great advances have been made in organization, modernization and planning. Arlington no longer relies on paper records—instead, a single database is now linked to a digital mapping system. Also, a mobile app called ANC Explorer provides walking directions and information on locating graves and places of interest.

For more information, to find a grave site or to check the day's funeral schedule, visit www.arlingtoncemetery.mil and click on the appropriate tab.

New Format for *NCO Journal*. The *NCO Journal*, the Army's official magazine for noncommissioned officer professional development, will no longer have a print edition and can be found exclusively online at http://ncojou nal.dodlive.mil. The change was d signed to cut costs and expand t reach and accessibility of the magazin

The journal, which is produced at t U.S. Army Sergeants Major Academy Fort Bliss, Texas, will offer the sa number and quality of articles as it h since its inception in 1991. NCOs fr across the force are encouraged to su mit articles.

The journal is accessible from ho and government computers as well most mobile devices. Past issues of t magazine and the three-volume *Lo Hard Road* series of books, which sha first-person accounts of NCO expe ences in Iraq and Afghanistan, can downloaded from the site.

Free Museums. More than 2,000 m seums across the United States are fering free admission to active du servicemembers and their famili through Labor Day as part of the Bl Star Museums Program. The progra is a collaboration among participati museums; Blue Star Families, a r tional nonprofit network of milita families; the National Endowment f the Arts; and DoD.

Museums in all 50 states, the Distr of Columbia, Puerto Rico and Ame can Samoa are participating in the p gram, which was launched in summ 2010. More than 400 new institutio are taking part this year.

For more information, visit ww arts.gov/bluestarmuseums.

Army Casualties in Afghanistan

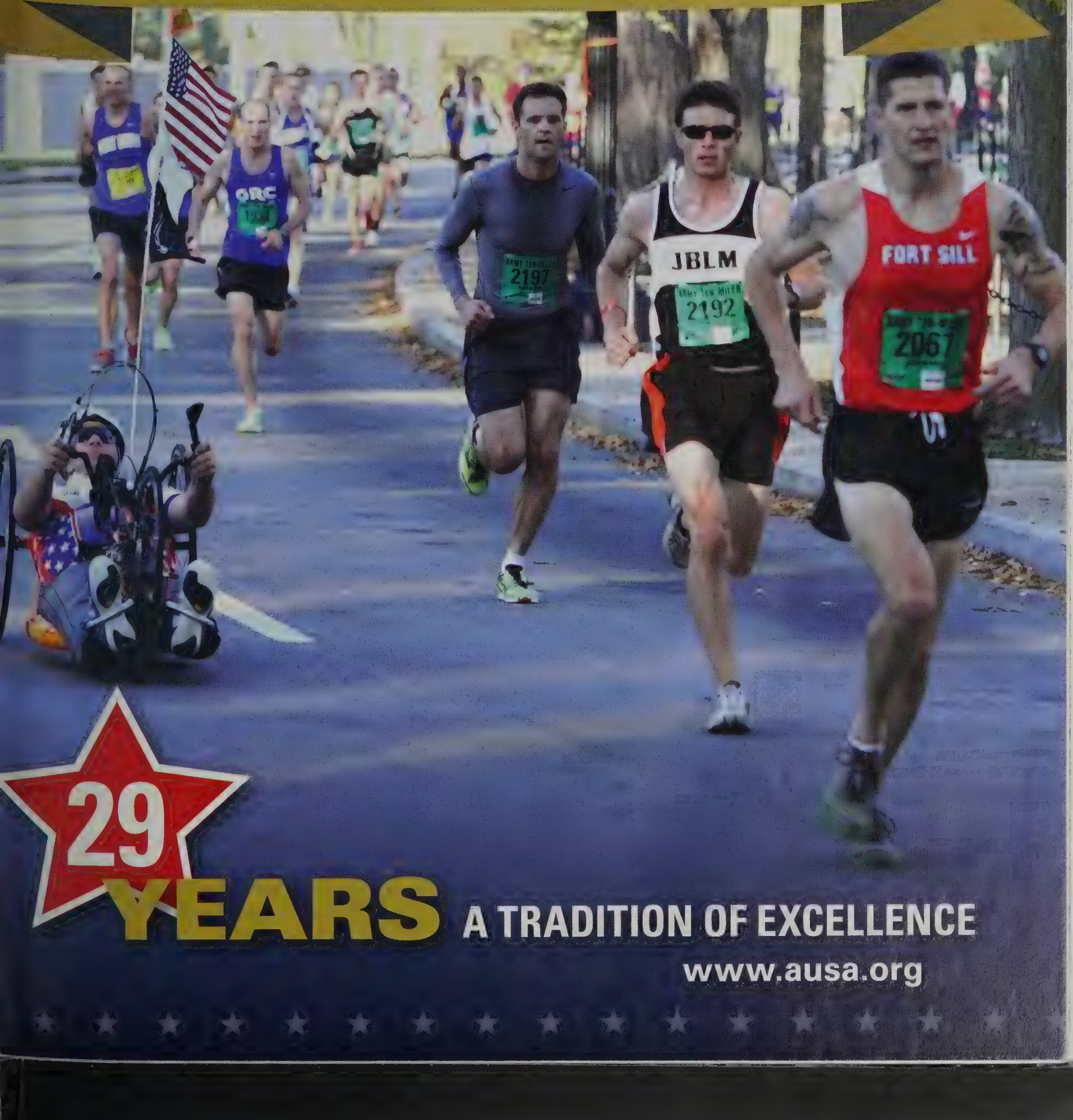
The following U.S. Army soldiers were reported killed supporting Operation Enduring Freedom from May 1 to May 31, 2013. All names have been released through the Department of Defense; families have been notified.

SGT Eugene M. Aguon, 23
SFC Jeffrey C. Baker, 29
SPC Kevin Cardoza, 19
SPC Mitchell K. Daehling, 24
SPC Christopher R. Drake, 20
SPC Dwayne W. Flores, 22
SPC William J. Gilbert, 24
1LT Brandon J. Landrum, 26
PFC Charles P. McClure, 21
SPC Thomas P. Murach, 22
SSG Joe A. Nunezrodriguez, 29
SSG Francis G. Phillips IV, 28
SPC Brandon J. Prescott, 24
SFC Trenton L. Rhea, 33
SPC Trinidad Santiago Jr., 25
SSG Michael H. Simpson, 30
PFC Cody J. Towse, 21

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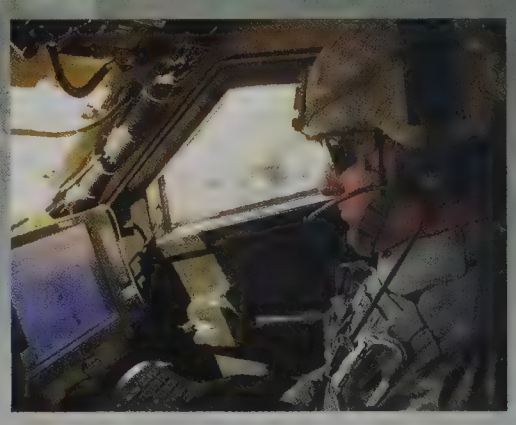
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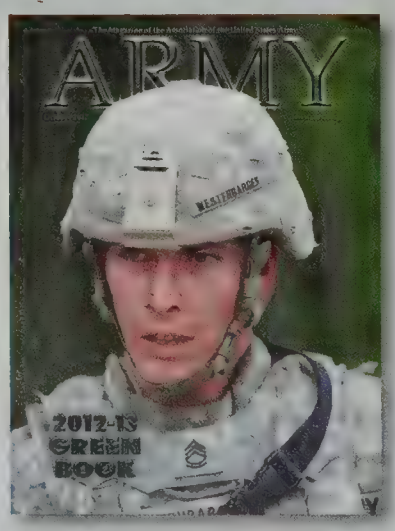
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ASSOCIATION OF THE UNITED STATES ARMY

The Fourth of July

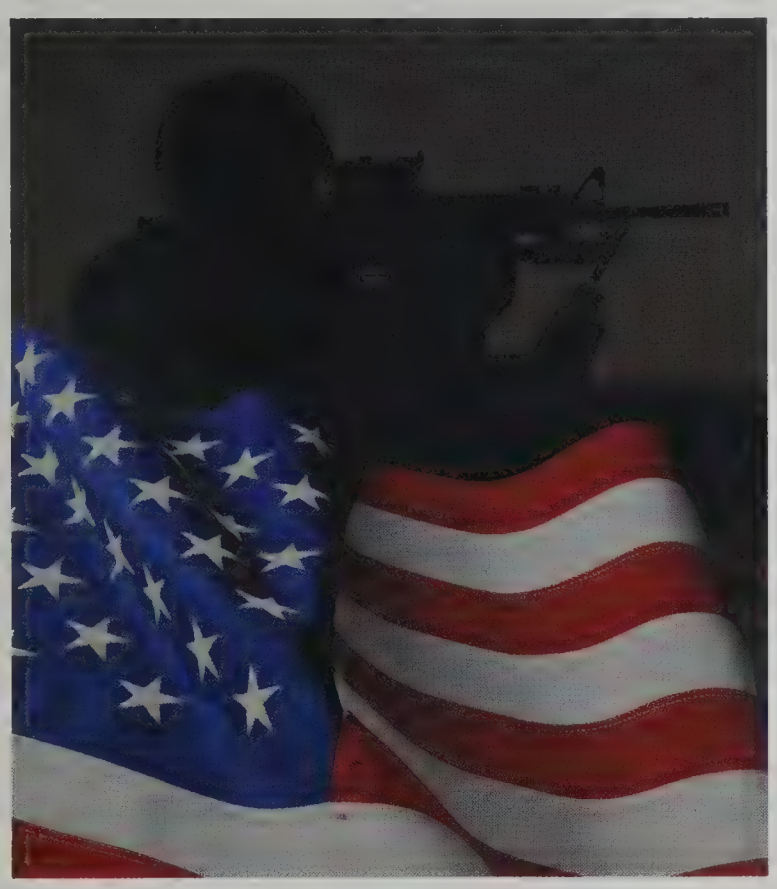
By GEN Frederick J. Kroesen
U.S. Army retired

On the Fourth of July, we will once again celebrate the birth of our ation and the power and prosperity at have devolved on us during the ast 237 years. We can honestly and ithout qualification credit our fore-ars with providing our common de-nse, promoting the general welfare d guaranteeing the blessings liberty that we continue to en-y. And we can be proud, with-t arrogance, that we have pro-ded the opportunity for a reat segment of mankind be-nd our borders to enjoy those me blessings.

Despite the worldwide sport fault-finding and criticism—d the envy exposed by a vari-y of spokespersons concerning e United States—we are the estination of the overwhelm-g majority of emigrants seek-g to leave their homelands in arch of a better life. We have ent blood and treasure to the enefit of mankind, not without gard for the costs, but with the nviction that it has been the roper course.

Yet today our future is not secure. As rmer President Ronald Reagan and hers have warned, our freedom is not uaranteed and is never more than one eneration from being imperiled. With-t continuous attention and the dedi-tion of our leaders to the mission resented in the Preamble to the Consti-tion, the threats to our security only ow in intensity. There is no rational xplanation for why the tyrants of his-ry want to conquer the world and es-blish themselves as our governors. here is also no guarantee that their ilk e not alive today, as determined as er to change the world, usually be-nning with the United States.

We can all subscribe to the proposition that the meek shall inherit the earth. Unfortunately, their time has not come, and the strong are still required to maintain whatever peace has been established. We won our hot wars in the past century by employing overwhelming power. We won the Cold War by convincing the potential enemies that we had the power to prevent their success if they embarked on military conquest, a demonstrated example of the value of "peace through strength," as Reagan espoused.



We have made mistakes. So far, none has been fatal, but almost all that have failed or achieved less than desired results happened because we chose a course of action less conclusive than employing the total power that we had available. In each case, deliberate decisions were made that the ultimate objectives were not worth the costs, either in resources or international support. In each case, we can claim that our intent was honorable and our mistakes honest.

Today, our nation's economic situation is dire and, as too often in the past, there are many voices advising that the military forces must be pared even more than the current budget and the potentials of sequestration provide. Most of this advice is aimed at achieving further reductions in Army appropriations, which will thereby reduce structure and strength—particularly attractive proposals since the national military strategy embraces air-sea campaigns as the guarantor of our interests.

There is probably little hope of any major change to sequestration and the impact that will have to be absorbed by the Army, but history should forewarn that the potential for the next Bataan Death March, Wake Island, Kasserine Pass or Task Force Smith grows exponentially as the capability and readiness of our land forces deteriorate.

There is no doubt that our armed forces will provide task forces capable of responding to a crisis calling for immediate employment in combat, but their accomplishment of a mission—indeed, their very survival—may then be in question.

We must keep the Fourth of July as a great celebration and day of remembrance, an expression of pride in our history, our freedom and our potential. On that day we can postpone any worries about tomorrow—until tomorrow, but not much later. □

***GEN Frederick J. Kroesen**, USA Ret., formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.*

Mission Command and Mission Accomplishment

By LTC Joe Doty
U.S. Army retired
and
MSG Jeff Fenlason

The Army uses the principles of Mission Command to train, fight and accomplish the myriad missions with which it is tasked. According to Army Doctrine Publication 6-0 *Mission Command*, these principles are:

- Build cohesive teams through mutual trust.
- Create shared understanding.
- Provide a clear commander's intent.
- Exercise disciplined initiative.
- Use mission orders.
- Accept prudent risk.

Taken as a whole, these ideas represent a sea change in the way the Army operates. The priorities of leaders and commanders at every level now must be development of trust, team building, creation and communication of a common operating picture, true risk assessment, and shared risk acceptance. How Mission Command and its principles play out in formations will certainly evolve over the years as leaders and soldiers become more familiar and comfortable with these concepts. Even at first glance, though, it is obvious that Mission Command will return the onus of leadership back to the development of people and their judgment.

To that end, it is important to learn what Mission Command means in terms of the human dimension—the leaders and soldiers who make up the total Army. Thus, the following questions should be addressed:

- What exactly does GEN Martin E. Dempsey, Chairman of the Joint Chiefs of Staff, mean by "Mission Command challenges commanders to cultivate a bias for action in their subordinates, develop mutual trust and understanding, and exercise moral nerve and restraint"?
- How should leaders think and act in order to be most effective with Mission Command?

To answer these questions, part of GEN Dempsey's description of Mission Command will be broken down into separate parts to explain each in terms of leader behaviors.

Cultivate a Bias for Action

Getting someone to make a well-reasoned decision, then executing and adjusting it as conditions change, is easier said than done. Culturally, the Army has seen a rise in risk aversion over the course of the last decade that has prompted many leaders to spend considerable time trying to avoid making decisions and pass that responsibility further up the chain of command. The logical outcome is something with which most soldiers are all too familiar: micromanagement. In order to achieve GEN Dempsey's intent of bias for action, we may actually have to teach, inspire and motivate our young leaders that it is their duty to make that decision. It truly is their responsibility.

It is important for the Army to recognize that after more than a decade of conflict and the "cookie-cutter" training glide paths that were developed because of wartime requirements, almost all of our company- and field-grade officers were never required to design training. Most, if not all, of the NCO Corps no longer have the requisite knowledge at the staff sergeant and sergeant first class levels to bridge that gap. We have to be prepared for a time when a unit wants to do a battalion-level field training exercise and, when everyone is looking around for someone who knows how to do it, we realize that person doesn't exist. At the unit level, we are starting from scratch in many cases. Someone will have to paint a picture of where the unit is going and how it will get there, then trust

"Soldiers are not in the Army. Soldiers are the Army."

—GEN Creighton Abrams

that their subordinates can fulfill t
intent.

For senior leaders, allowing subor
nates the freedom to develop a plan
to choose a course of action (COA) a
develop the requirements for it—is
critical part of developing judgment.
we are to truly cultivate a bias for a
tion in our formations, the first thi
we will have to do is stop telling peo
what to do and ask them what th
think needs to be done.

We need to ask them how they pl
to accomplish the mission in a manr
they think is best, based on their pr
fessional judgment, understanding
the commander's intent and the co
text that they see and feel in their ar
of operations. Commanders and lea
ers must provide subordinates an e
pected outcome but allow them the l
itude to meet it. This is the crux
GEN Dempsey's phrase.

To allow this kind of freedom of a
tion requires the ability to exerci
moral nerve and restraint. It will al
require commanders to pay careful
tention to themselves, including th
personal biases, assumptions, men
models and viewpoints. Without bei
able to set those aside and see t
problem through a subordinate's ey
they will never actually exercise M
sion Command as it is intended.

For real development to occur, su
ordinates must be allowed the la
tude to fail. To try a bad COA and s
the result is powerfully instructiv
That said, leaders must be careful r t
to turn the learning point of a fail
COA into demeaning, unhelpful a
motivation-killing second-guessi
Second-guessing decisions made
subordinates can kill bias for acti
The purpose and tone behind the s
ond-guessing are what matter. S

"Mission Command is not a mechanical process that the commander follows blindly. Instead, it is a continual cognitive effort to understand, to adapt, and to direct effectively the achievement of intent. Balancing the art of command with the science of control, the commander positions himself as needed to best accomplish the mission. Mission Command challenges commanders to cultivate a bias for action in their subordinates, develop mutual trust and understanding, and exercise moral nerve and restraint."

—GEN Martin E. Dempsey, Chairman, Joint Chiefs of Staff

nd-guessing to play "gotcha" or to umiliate someone is not helpful eader behavior. Asking "why" ques-ions to facilitate learning—often as art of an After Action Review—and xplaining why subordinates should ot repeat their mistakes are excellent nings for a leader to do. Context is ital and every situation is different. he debate and subsequent investiga-ion into the operational and tactical ecisions made at the Battle of Wanat n eastern Afghanistan in July 2008 re an example of this. More impor-antly, learning through humiliation-tyle second-guessing stands in direct pposition to the first two principles f Mission Command: Foster trust nd build cohesive teams.

In addition, asking questions for larification, especially by a subordi-ate to a senior, allows both sides to xpand their understanding of what appened and makes it easier to share nowledge and experience. This as-ect of Mission Command promotes ialogue, enhances trust and allows or-anizational learning to flourish. None f this can happen if a "zero-defect" nentality leads to a greater worry bout failure than about the opportuni-ies for growth, learning and develop-nent.

One of the requirements for success-ul Mission Command is, as retired GEN Stanley A. McChrystal puts it, re-erse mentoring, by which he means llowing subordinates to mentor their enior leaders. Without question, this concept is going to make some leaders uncomfortable. It shouldn't. This is likely the area of Mission Command that will take the greatest amount of artful skill and self-management on the part of leaders. They are going to have to determine the outcome, paint the common operating picture for their junior leaders, and allow them to exercise professional judgment and initiative when developing and executing a plan. Commanders will need to include possible solutions that they have not previously considered.

The idea of learning from a subordinate—or anyone, for that matter—should be cherished by a leader. Hearing exactly what is happening on the ground from a subordinate is necessary for a leader to have situational awareness and a common operating picture. Learning through generational lenses opens the mind and creates new perspectives. All of these behaviors speak to reverse mentoring. Commanders should always be looking for the organizational "heretics" and those who can create a strong sense of cognitive dissonance. These people should be sought out to offer the command a broader perspective.

It goes without saying that tact, mutual respect and professionalism all play a role in reverse mentoring. Any leader who thinks he or she knows it all and cannot learn from others—regardless of rank—is going to fail at Mission Command and is not the type of leader our Army needs. Here, cultivating the concept of intellectual humility becomes a leader task.

Of note, the name of GEN McChrystal's book, *My Share of the Task: A Memoir*, speaks to both intellectual humility and an understanding that the military is all about the team, not the individual. Both of these traits are essential to successful Mission Command and mission accomplishment.

Develop Mutual Trust And Understanding

A commander's intent is a vital component of Mission Command. In an ideal world, subordinates would be able to "get inside the commander's head," resulting in perfect shared mental models and understanding of the task, purpose and end state. Since this is not possible, how to get close to this is a principal factor in Mission Command. Doctrine, common language, standard operating procedures, rehearsals, and realistic and adaptive training help.

As with leadership, there is an art and a science to Mission Command. Delegation of tasks with inherent responsibility and accountability must be a major part of Mission Command. Commanders and leaders can't be everywhere and do everything, so they must delegate. Trust is the most important part of delegation. A mission delegated implies that there is a belief that the mission will be accomplished. Trust is one's willingness to be vulnerable to another group member's actions. It is assumed that this view of trust is based on a sense of confidence in the group member's competence and character. Without trust, Mission Command is not possible.

Trust and candor go hand in hand. Senior leaders must be able to understand their subordinates' reasons for disagreeing with them. Leaders must be approachable, open and willing to say, "OK, we'll try it that way, even though I have never seen it done like that before," "I hadn't thought my intent might be interpreted like that; I need to address that" or "Wow, that is an excellent point; I never would have thought of that." Leaders must be willing to accept being told that they might be incorrect. In fact, they will have to make that level of candor and truth-

telling a priority—a requirement and expectation among professionals. Of course, once the commander or leader has made the final decision, the unit subordinates must support and execute the decision as if it were their own.

Exercise Moral Nerve and Restraint

Allowing subordinate leaders to operate freely and within the commander's intent is to show moral nerve and restraint. In behavioral terms, one of the best ways for a leader to exercise moral nerve and restraint is to watch a mistake happen. Oftentimes, the best lessons are learned from making mistakes. This leader development technique, however, does not apply when the mistake might hurt someone.

For example, a U.S. Army Europe company commander and first sergeant want to allow a soldier to take leave and return to the United States. This soldier has a number of personality quirks and does not fit in with the rest of the unit. The battalion commander tells the company commander that he does not think it is a good idea to let the soldier go because "something just isn't right with [him]." The battalion commander says, "CPT Jones, you are the company commander and I will support your decision."

CPT Jones ultimately lets the soldier go. A few days later, the soldier is arrested by federal agents for Internet stalking and harassment. This is a good opportunity for CPT Jones and his first sergeant to learn a lesson as a result of the moral nerve and restraint displayed by the battalion commander.

The ability to manage risk is a leader behavior at work. Here, you can argue that a leader need not be afraid or worried about getting reprimanded or even fired—easy to write but very difficult to do. Again, trust plays an enormous role in exercising moral nerve and restraint and must be present up and down the chain of command. Trust is built and reinforced over time—ideally, time spent learning, developing and growing.

How Should Leaders Think and Act?

One thing that makes Mission Command such a powerful change agent within Army formations is that it accepts, highlights and elevates the individual leader, regardless of rank, and places the leader at the center of the operations process. It truly is no longer "one size fits all." A commander will choose leader A over leader B precisely *because* they are not interchangeable widgets. Each will affect the organization and mission in a particular manner. As such, leaders at all levels must be acutely aware of behavioral influences and biases. Critical among these are:

■ *Self-awareness.* This is the ability to understand clearly who you are by knowing where your ethical, moral, physical, cognitive and emotional boundaries are, as well as by understanding your role in the organization. A leader who has not spent any time self-critiquing can neither effectively convey a sense of self to others nor recognize that others will interpret his or her worldview differently and, as a result, see the challenge differently. The calm, confident, centered and self-aware leader is the most important part of making Mission Command work.

■ *Emotional intelligence.* Leaders must be able to be empathetic, understanding and compassionate. Notice how words such as *nice* or *soft* were not used. Subordinates don't want to fail and missions won't always proceed as planned. A leader with a solid emotional intellect can accept this, then look at it from a subordinate's standpoint and provide assistance rather than a roadblock. The subordinate must not feel compelled to hide his or her failures or shortcomings. The leader must be in a position to keep the subordinate focused on how to achieve his or her intent under changing circumstances.

■ *The willingness to create a communit of learners, even as operations unfold.* Em phasis on idea generation, collabora tion and making true efforts to flatte the organization in every way possibl will be vital.

* * *

Mission Command is part of the fu ture of the Army, and its success will b a deterrent to careerism. After mor than a decade of war and countles lessons learned, the timing is right fo commanders and leaders to unlear some of their old ways and start learn ing and practicing the principles o Mission Command. Today's soldier are smart, patriotic, committed and en ergetic, like Medal of Honor recipien SPC Ross McGinnis, SSG Salvator Giunta and SSG Clinton Romesh They deserve leaders who are open t new ways of thinking, like revers mentoring, and, in GEN Dempsey words, can "cultivate a bias for actio in their subordinates, develop mutu trust and understanding, and exercis moral nerve and restraint."

"Mission Command is defined as the ability for agile, adaptive leaders and organizations to execute disciplined initiative within the commander's intent as part of unified action in a complex and ambiguous environment."

—GEN Robert W. Cone, Commanding General,
U.S. Army Training and Doctrine Command

__LTC Joe Doty__, USA Ret., works as a leade ship and ethics consultant. He command at the battalion level and previously serv as deputy director of the Center for t Army Profession and Ethics. __MSG Je Fenlason__ is a 23-year Infantry NCO wh currently serves in the 3rd Infantry Div sion. He has held leadership and staff pos tions at the battalion, brigade and divisio levels, and writes extensively about lead development and ethical training issues o Leader Net, a forum at Army Knowledg Online.

The Path Ahead

By COL Charles D. Allen
U.S. Army retired

Following the success of Operation Desert Storm, the Army proceeded with its drawdown in the 1990s. The "end of history" required restationing forces from Germany and restructuring the force in the continental United States. I was part of V Corps staff when it worked force reductions in Germany and then served as battalion executive officer (XO) for a direct support Field Artillery battalion in Baumholder for my branch qualification assignment as a major. That battalion—2nd Battalion, 29th Field Artillery Regiment—subsequently redeployed with its maneuver brigade to Hawaen-Fort Lewis, Wash., in 1994.

The Army's restructuring plan included reducing the number of Field Artillery units that were integral to AirLand Battle. With the fall of the Berlin Wall and dismantling of the Soviet Union and its threat to Western Europe, the AirLand Battle force structure, deemed no longer necessary, was too expensive to maintain.

The implementation of post-Cold War national policy objectives and a new national military strategy followed me to Fort Lewis. After completing an assignment as battalion XO for the redesignated unit and promotion to lieutenant colonel, I became the XO of the only Field Artillery brigade at Fort Lewis (210th FA Bde., also a unit redeployed from Germany). There was another unique aspect: The brigade had one subordinate 175 mm artillery battalion that was scheduled to be disbanded. When I reported to brigade headquarters in January 1995, the HQ was administering the last Army Training and Evaluation Program certification to the battalion, which was within six months of its EDate (effective date of closure, that is, an authorized structure with no personnel or equipment).

The brigade HQ was in a curious position: fully staffed with commander and functional elements of personnel, intelligence, operation (including fire direction and radar), and logistics, with no organic units to command and control. The brigade commander embraced every mission and task from I Corps HQ as an opportunity to exercise staff procedures. This included supporting firefighting operations in Montana and serving as executive agent for Reserve Officers' Training Corps summer camp at Fort Lewis.

As the senior Field Artillery commander, he fought to gain assignments of officers from the brigade and battalion to the two direct support units on post. You can imagine, however, that those direct support commanders sought to groom and place their own officers into vital positions as battery commanders and primary battalion staff officers rather than bring in outsiders. As the Field Artillery brigade HQ was itself disbanded in 1996, a remnant of it was assigned to I Corps staff as part of the active component-reserve component bridge, where I was the senior active duty officer.

So began the exodus of junior officers from the branch and the Army. Before the brigade cased its colors, the brigade S-1, a captain, had left the service to go to graduate school and start a civilian career. In addition, three officers in the S-3 section (a Field Artillery captain and first lieutenant, and the chemical corps lieutenant) applied and were accepted to the Special Forces Qualification Course.

I do not know if these officers were the best and brightest in the Army, but I do know they were intelligent, dedicated to doing their best under ambiguous conditions and intent on continuing to serve the Army. Nevertheless, the Army they joined and the branch they chose changed. That small band of junior officers clearly saw in 1995 what three brigade combat team commanders later in 2008 called a dead branch walking. Seeing that, they also chose to walk.

In 2011, the Army Profession Campaign gathered a great deal of information about the cohorts of junior leaders (officers and NCOs) and their perceptions of the profession of arms at large. As one would expect, many of the Army's emerging leaders have copious amounts of tactical and operational experience but limited expertise in the core skills of their basic branches. They see clearly that the Army is in an era of transition and turmoil. They are well aware that current fiscal debates will have substantial implications for uniformed and civilian members alike. They see that the Army is about to embark on significant force structure changes and force reductions. The question is whether these talented leaders of untold potential see a path ahead for themselves in their branches or in the Army. If not, they—possibly among our best and brightest—may walk a different path. □

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Toward Strategi

This article is one of the most compelling statements I have read recently on the conceptual framework for the structure, organization, staffing and training of land forces for the near future. The authors clarify the distinct nature of landpower and articulate the roles of both the service chiefs and the combatant commanders. What is written here takes us into an important campaign to ensure that Strategic Landpower makes our armed forces the world's best.

—GEN Gordon R. Sullivan
U.S. Army retired





U.S. Army/SPC Phil Kernisan

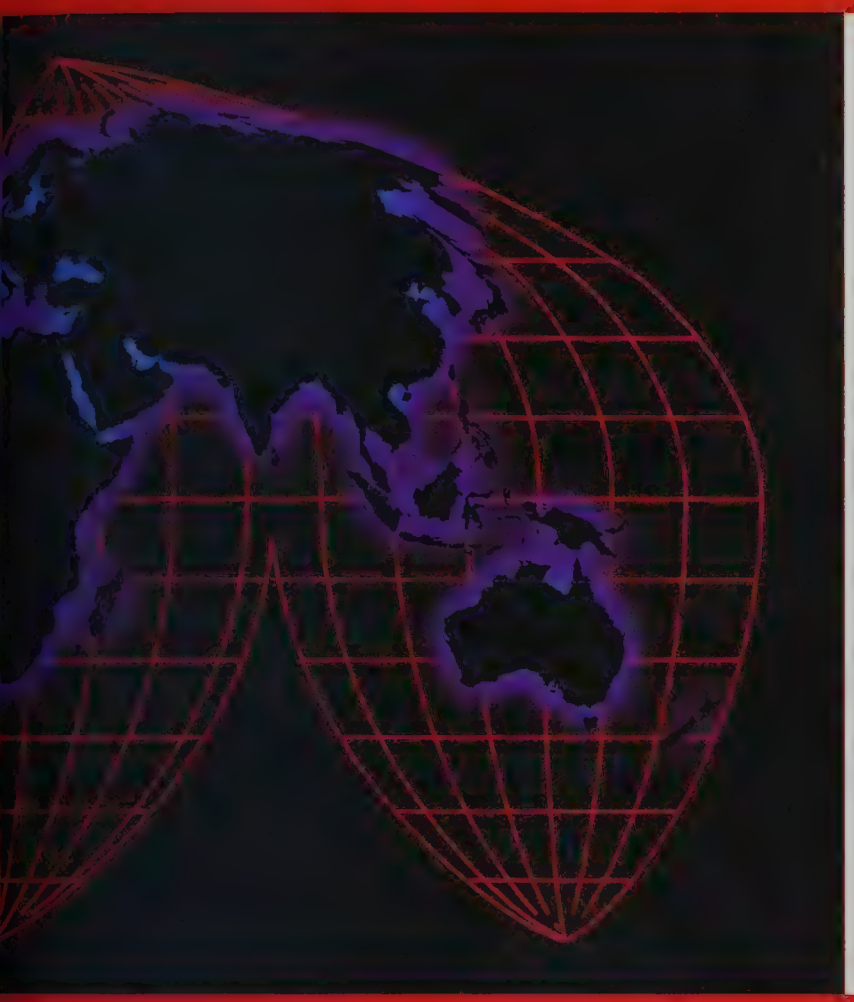
The creation of the Strategic Landpower Task Force, chartered by the Chief of Staff of the Army, the Commandant of the Marine Corps and the Commander of U.S. Special Operations Command, harkens back to the development of AirLand Battle doctrine in the early 1980s. The Vietnam War broke the Army, and there was growing concern that the American military would be quickly overwhelmed by the numerically superior forces of the Soviet Union in the event of a major conventional war. The authors of AirLand Battle recognized that an attrition-based strategy could not succeed against the Soviet military. A new way of thinking was required.

This new way of thinking was based upon the recognition of the interdependence of land and air forces working closely together to simultaneously attack and destroy enemy forces not just in the main battle area but also throughout the depth of an extended battlefield. The conduct of synchronized and relentless offensive action throughout the close, deep and rear areas would, in theory, simultaneously disrupt the enemy's maneuver formations, logistics, and command and control capabilities to the extent that their superior numbers would be effectively neutralized piecemeal and rendered irrelevant. Operationaliz-

ing this concept required a doctrine, organization, trainin materiel, leadership and education, personnel, and faciliti (DOTMLPF) overhaul. This resulted in the M1 Abra tank, Bradley Fighting Vehicle, Apache and Black Ha helicopters, Paladin howitzer, F-16 and F/A-18 fighter a craft, the creation of the combat training centers, and t creation and indoctrination of an Army doctrine and cu ture that emphasized decentralized command and contr and small-unit initiative enabled by mission orders and clear understanding of the higher commander's intent.

Landpower

By LTG Charles T. Cleveland and LTC Stuart L. Farris



The record of AirLand Battle as a military strategic concept for prosecuting traditional warfare and combined arms maneuver speaks for itself. Its application contributed to the eventual collapse of the Soviet Union, which could not sustain the costs of trying to keep up with the United States' qualitative military advantage. It resulted in the rapid removal of Iraqi forces from Kuwait in 1991 and the subsequent rapid defeat of the Iraqi military and Saddam Hussein's regime in 2003. Consequently, no one should be surprised that 21st-century enemies recognize our asymmetric advantage in conducting combined arms maneuver and have therefore sought to turn our strength into weakness, nor should anyone be surprised that our enemies pursue their own asymmetric advantage through unconventional, irregular and hybrid approaches to conflict and testing of American resolve. As we have learned in Iraq and Afghanistan, while AirLand Battle remains a highly valid military strategic concept for prosecuting a war against traditional military threats, we still lack a coherent and comprehensive concept for dealing with the irregular and hybrid enemies we will continue to face in the foreseeable future. New and creative ways of thinking are required.

"We cannot solve our problems with the same thinking that created them."
—Albert Einstein



U.S. Army/SSG Shane Hamann

Today, the Army must consider the possibility that military success in modern "wars among the people" (as described in Gen. Rupert Smith's seminal work, *The Utility of Force: The Art of War in the Modern World*) will require ever increasing interdependence among the military services and interagency partners. It will also require that the Army develop a new set of DOTMLPF solutions for operating in an emerging domain of warfare, referred to by U.S. Special Operations Command (USSOCOM) as the human domain. USSOCOM defines the human domain as "the totality of the physical, cultural, and social environments that influence human behavior to the extent that success of any military strategy, operation, or tactical action depends on the application of unique capabilities that are designed to fight and win population-centric conflicts." This idea is sure to be controversial, but it is worthy of serious debate and discussion.

Military professionals have long acknowledged that war is fundamentally a human enterprise—and, yes, all wars are population-centric to varying degrees. Unlike the traditional warfare paradigm, in which the military object is the

destruction of enemy battalions, divisions and corps, in the paradigm of irregular warfare, the security objective is indeed the population itself. This requires forces—military and nonmilitary—with not only the ability to destroy but also the decisive ability to first understand the population within the context of the operational environment and then take meaningful action to effectively influence human behavior toward achieving the desired outcome. In other words, for military force to be of utility in the forms of conflict we are most likely to face, we must have military forces capable of succeeding, in conjunction with nonmilitary forces, in the human domain.



The logic for a more complete study of the human domain is compelling. The kinds of war most analysts forecast—sometimes called war among the people, other times hybrid warfare or complex contingencies—place a premium on pursuing comprehensive engagement and wider and more constructive partnerships. In addition, the strategic environment is characterized by an increasingly populated, urbanized and interconnected world. Furthermore, if we acknowledge we went into Afghanistan and Iraq with insufficient understanding of cultural dynamics, and if we believe military success will most likely require a deep understanding of foreign languages and cultures and the human factors involved in a given conflict, then recognizing the human domain becomes a critical organizing and resourcing concept for supporting national security missions.

Seeing the facts of our strategic situation as they are should compel the Army to organize, educate, train, equip and provide forces for operating in the human domain as we already do in the land, air, maritime, space and cyber do mains. New DOTMLPF solutions were required to enabl AirLand Battle and American dominance in the air and lan domains. Similarly, the Army must develop new DOTMLP solutions for providing forces to ambassadors and geo graphic combatant commanders capable of navigating, op erating and prevailing within the most complex and unpre dictable of all environments—the human domain. AirLan Battle recognized the fully integrated nature of the air an land domains in order to ensure success in conducting com bined arms maneuver against traditional threats. Now is th time to similarly recognize, develop and combine huma domain competencies with our traditional land domai competencies. Doing so will provide senior decision make with the range of options correctly aligned with the strategi realities they face.

LTG Charles T. Cleveland *assumed command of U.S. Army Special Operations Command in July 2012. Previously, he served as commanding general of Special Operations Command Central at MacDill Air Force Base, Fla., and Special Operations Command South at Homestead Air Reserve Base, Fla. A graduate of the U.S. Military Academy, he holds a master's degree from the U.S. Army War College.* ***LTC Stuart L. Farris*** *is a Special Forces officer currently assigned to U.S. Army Special Operations Command. He has served six tours in Afghanistan as a member of the 3rd Special Forces Group (Airborne). A graduate of the Indiana University of Pennsylvania, he holds master's degrees from the Command and General Staff College's School of Advanced Military Studies and Webster University.*

The recognition and ability to effectively operate i the human domain become even more critical give current fiscal constraints. We are entering an unce tain strategic security environment paradoxicall framed by diminishing defense resources and an increasin number and variety of potential threats. These threats ar well-documented and may emanate from state actors suc as Iran and North Korea; al Qaeda and its associate franchises; the continued export and spread of ideologic extremism to Africa; the proliferation of weapons of mas destruction and of advanced military and cyber-attack tech nologies; and the resurgence of great powers competing fo increased regional and global influence. How does th United States prepare and posture itself to deal with suc

yriad potential threats in an emerging era of domestic fis-
l austerity?

Clearly, the United States must look beyond our own in-
erent capabilities in order to form long-term and durable
curity relationships abroad. In essence, America's land
rces should look to develop a global landpower network.
his network would consist of allies, expeditionary global
nd regional partners, and host-nation forces. It could ulti-
ately include nonmilitary "forces" and even friendly non-
ate actors that have a direct relationship to success in wars
mong the people in places like Libya or Syria. The network
n be bound together by the common interests of peace, re-
onal stability and global prosperity—very useful in shap-
g, deterring and winning.

To be clear, this network is not intended to simply do the
dding on behalf of America's defense and security inter-
sts. This is not about outsourcing our global security re-
onsibilities to witting or unwitting actors. Rather, it is de-
gned to generate strategic options for senior defense
fficials and policymakers, both domestically and abroad,
ho can work together to deter-
ine who should lead regional se-
urity and stability efforts and how
nd where military capabilities can
est be used to support the success-
l achievement of a desired out-
me on land. These decisions can
e better informed by strategists,
lanners and commanders with re-
ional expertise who are organized,
ained and educated to operate in
e human domain. Potentially, the
ore established, capable and com-
etent this network is perceived by
al or potential adversaries, the less
kely they will be willing—or per-
aps more importantly, able—to
ke actions resulting in an intolera-
le change to a regional or global
tatus quo. Conceivably, the global
ndpower network would occupy
e strategic "high ground" and re-
in a globally distributed position of advantage that effec-
vely deters significant adversary misbehavior. If deter-
ence fails, or if the situation warrants other effects, the
etwork might provide flexible options to senior defense of-
cials and policymakers for further coercing, containing,
isrupting, defeating and/or imposing long-term costs on
nemies across the threat spectrum, from traditional nation-
tate to irregular or hybrid.

* * *

Today, AirLand Battle remains a valid and viable concept
nd doctrine for conducting combined arms maneuver war-
are against traditional military threats. If there is one lesson
e Army has learned (or relearned) in the past 12 years of
ar, however, it is this: The application of military force in
s current form has limited utility when fighting modern
wars among the people. Combat power in the form of superior weapons systems, cutting-edge technology and disproportionate force ratios may enable tactical success on the ground but does not guarantee strategic victory. Strategic victory requires a wider understanding of "forces" that includes military and nonmilitary. Strategic victory requires a more complete understanding of the human domain.

Looking to the future, the Army should have the foresight and courage to adapt its structures and prepare its soldiers for operating in the human domain, supported by a coherent strategy that knits together the proper joint, interagency and international partners resident within a global landpower network. The changes required are largely cognitive and cultural in nature. The solutions lie mainly in investing in people and ideas, not platforms. Recognizing a human domain of warfare, analyzing and producing the associated DOTMLPF outputs, and working to create a global landpower network that continually evolves is but a proposed first step.

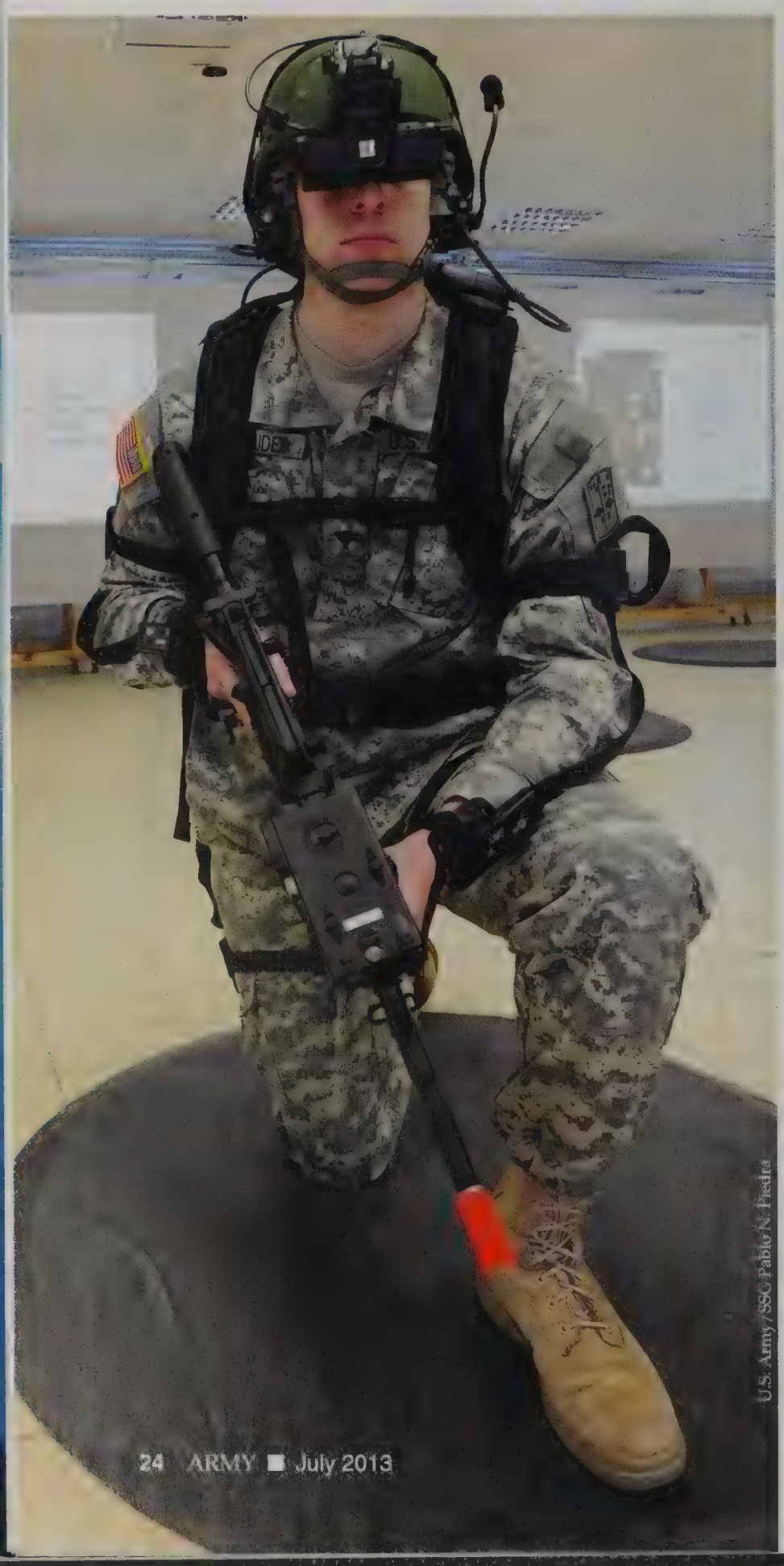


U.S. Army/SPC Ken Scar

This will require significant investment in critical thinking and a willingness to change, and therein lies perhaps the most significant challenge.

When a superpower decides it must achieve a desired outcome on land, the Commander in Chief should have the appropriate tools and options ready and able to get the job done. Land forces designed to prevail in the human domain and dominate in the land domain, combined with senior decision makers enabled by a global landpower network, will help ensure that the necessary suite of options is available when results matter and America must employ land forces to prevent, shape and win across the spectrum of conflict. Having the options capable of achieving desired outcomes is ultimately what strategic landpower is all about. ★

Virtual Immersion Training
Bloodless Battles
For Small-Unit Readiness



U.S. Army/SSG Pablo N. Piedra

By MG Bob Scales
U.S. Army retired

The quality of performance among today's close-combat soldiers is high. Look at any photograph of tactical engagements in Iraq and Afghanistan, and you will notice enemy combatants running about and shooting wildly, unlike American soldiers, who move in tightly formed groups and, even in the tensest moments, carry their rifles with fingers outside the trigger wells. These images prove the value of rigorous training, and no one respects and appreciates first-rate training more than close-combat soldiers. They consistently rate good training higher than pay and benefits because they know first-rate preparation for war is the best life insurance.



U.S. Army/MAJ Penny Zamora

Historically, however, this extraordinary proficiency has not been won cheaply. In Vietnam, two-thirds of all small-unit combat deaths occurred during the first two months in the field, in part because the training system had mass-produced soldiers too quickly to properly prepare them for the complex task of close-in killing. One lesson shared by all senior leaders in the ground forces is that, in the future, small units must undergo far more rigorous and definitive conditioning before combat begins. No unit should be sent into a shooting situation until both leaders and followers have experienced bloodless battle first.

The need for realistic immersion training that replicates the conditions of close combat is becoming even more vital as American military forces leave Afghanistan. Without question, ours remains the most combat-experienced ground force in the world. Some infantry mid- and senior-level leaders have had as many as five or six tours in the combat zone; some special operations forces have as many as 12. Radical reductions in training and operations budgets, however, threaten to dull the sharp edge honed during a decade of war. The emergence of a new "garrison Army" that will be locked into home stations with little chance of overseas deployment creates the fear that units very soon will consist of new soldiers who do not have the advantage of close-



U.S. Army

Top: CPT Marcus Long of the 157th Infantry Brigade, First Army Division East, uses a helmet-mounted display to view a simulated battle platform at Camp Atterbury Joint Maneuver Training Center, Ind. Sensors on the body harness capture his movements, and a helmet-mounted display shows him a realistic virtual-technology environment like the one above. Intel Corp. and the U.S. Army Research Laboratory are jointly developing this virtual-world training technology. Left: A soldier with Bravo Company, 3rd Battalion, 66th Armor Regiment, 172nd Infantry Brigade, uses a Dismounted Soldier Training System in Grafenwoehr, Germany.



U.S. Army/SSG Matt Scotten

Goggles are part of the uniform in a virtual combat zone, as shown at Camp Atterbury by PFC Kevin Hadley (right) of the 151st Infantry Regiment, Indiana Army National Guard. Hadley took part in Bold Quest 2011, a joint staff-led combat coalition exercise designed to reduce friendly fire incidents.

combat experience and have had no chance to prepare themselves for combat before going to war.

This is not a problem for the distant future. Human and cognitive science confirms what combat leaders know already: Decision-making and psychomotor skills within small units, squads and platoons atrophy quickly. Even a few months away from realistic and immersive training result in a sharply plummeting effectiveness curve for individuals and small units. The challenge is clear: create superb small units and superb soldiers during a protracted period of peace. The ground services must create an attributable, measurable, servicewide system for training small units.

Unfortunately, the enemy rarely takes downtime. The tempo within a theater of war continues while fighting skills atrophy at home. If the past is prologue, our ground forces will soon be required to deploy directly into a combat zone with little or no notice. A first priority will be to keep combat proficiency from dipping so much that a unit will not have to go to war without extensive train-up or with last-minute personnel reshuffling. Individual small-unit proficiency must be constant, not subject to the same pendulum swings that diminish field proficiency. Keeping units and individuals within the zone of proficiency will demand a new set of attitudes and policies. Unit commanders will have to be held accountable for the education of their units both in garrison and in the field. Such a reform will require constant reinforcement and validation, particularly at small-unit and individual levels.

Tomorrow's training regimens will increasingly become more episodic. Just before deployments, units are at their peak. Soldier assignments, both internally and externally, have been stabilized. Turbulence is at a minimum, distractions are few, and leaders concentrate their lessons solely on those tasks to be accomplished in battle. Most deployments are preceded by a combat training center (CTC) rotation in which leaders get the opportunity to practice skills in rigorous simulated combat. All too often, however, even in combat these skills deteriorate quickly.

In order for the ground services to maintain a high level of small-unit excellence, they must shift from an institutional to a soldier-based system that rewards individual performance rather than institutional efficiency. Soldiers must be given time and support to study and continuously improve fighting skills over their lifetimes. Small-unit leaders must be taught at a much earlier age to lead indirectly, think quickly and "see" a battlefield that is dispersed, complex, hidden and ambiguous. The isolation inherent in urban fighting puts even greater demands on small units and requires a degree of cohesion never before seen in the U.S. military.

Today, learning science can help identify those who can be taught to make tough decisions intuitively. Such a system must replicate conditions of uncertainty, fear and ambiguity and might help identify natural leaders, perhaps even as early as commissioning. We should then cultivate those leaders and exercise them continuously to sharpen their decision-making prowess before they lead soldiers into real combat.

Good commanders know how to lead in combat. Great commanders possess an intuitive sense of how to transition quickly from kinetic warfare to a subtler kind of cultural warfare distinguished by the ability to win the war of will and perception. Rare are the leaders who can rotate between these two disparate universes and lead and fight competently in both. The key to achieving excellence in both domains is what leaders call combat inurement—that is, the intuitive ability of leaders, soldiers and small units to fight together with an unprecedented level of excellence. Learning science dictates that inurement is achieved in

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***MG Bob Scales**, USA Ret., served as commandant of the U.S. Army War College and deputy chief of staff for both U.S. Army V Corps and U.S. Army Training and Doctrine Command. A graduate of the U.S. Military Academy, he earned a master's degree and a Ph.D. from Duke University. His books include* Certain Victory: The U.S. Army in the Gulf War; Yellow Smoke: The Future of Land Warfare for America's Military; *and most recently,* The Iraq War: A Military History *with Williamson Murray.*



VIRTSIM motion-capture technology by Raytheon Co. and Motion Reality Inc. allows a team to train interactively. Reflective markers on users' bodies take the place of wires and cables.

eacetime by applying three variables: full immersion, unredictable variation and repetition.

During the Cold War, the CTCs in places like Fort Irwin, alif., were ideally suited for training and evaluating the ighting proficiency of large Army units, principally battalons and brigades. Experience in Iraq and Afghanistan, owever, has shown that in counterinsurgencies, ground orces generally fight in much smaller aggregations such as quads and platoons. Leaders from both the Army and U.S. Marine Corps have acknowledged this fact by stressing the alue of squad, small-unit and team training and evaluaion. Yet the CTCs today remain the only large-scale training reas that provide all of the essential components of a fully ccountable training and learning environment: force on orce, free-play exercises overseen by a professional and obective cadre of observer-controllers, a world-class "enemy" orce, and a means to record and play back each exercise usng the Army's system of after-action reviews. To this end, he ground services need to create a small-unit combat raining system that puts soldiers and leaders under some orm of combat stress and accountability, as the CTCs have done so well in the past.

Most senior leaders agree that small-unit CTCs should be placed at home stations and open to all close-combat small units. The value of repetition in small-unit training would be enhanced f all soldiers at home station were able to "stack" past performances and retrieve them immediately. Think of how proficient our small units would be if they went through 00 rotations per year at a CTC standard. Variation would llow small-unit repetitions to be done many times per day, ach with different missions, enemy situations, terrain, roops and levels of tempo.

The science of virtual simulation has matured since 9/11. Many different solutions have been offered—some good, most not so much. The best candidate so far is VIRTSIM, which comes from Raytheon Co. and Motion Reality Inc. VIRTSIM's Hollywood-style simulation technology combines combat realism, repeatability, infinite variation and a learning-based system for embedding the simulation into the minds of individual soldiers and small-unit leaders. Using an amazingly realistic virtual environment, VIRTSIM steepens the learning curve bloodlessly by immersing the soldier in the sights and sounds of the tactical close fight. Through headsets, the system permits a small unit, squad or team of up to 13 soldiers to be carried away from a safe indoor space to the midst of an unfamiliar virtual battlefield. The system operates by attaching movement tracking "tags" to each soldier, using a series of illuminators and cameras to allow participants to move untethered by wires. Soldiers can see each other and act as if they were engaged in a small-unit maneuver. Contact with a virtual "enemy" in unexpected circumstances demands that the soldiers act intuitively and react as a team.

Leaders in this environment have no choice but to make life and death decisions, which are recorded for playback during the after-action review. Combat immersions can be easily and immediately resumed or restarted time after time with a very wide variety of circumstances. One moment a squad leader may face an ambush in a confined urban space; the next iteration might include a surprise encounter with an innocent woman and child in a dark alley. Repetition of such varied circumstances has two primal effects on the quality of the training experience. First, the small unit develops what behavioral scientists term collective muscle memory, a condition that fuses the actions of nine soldiers into a cohesive and effective whole. Second, these unexpected and seemingly random sets of circumstances demand that the small-unit leader make immediate in extremis decisions that collectively determine whether he or she possesses the intuitive "right stuff" to lead young soldiers in combat.

Whatever technological solution is right, there is no question that the ground services need some form of realistic, cutting-edge, small-unit simulation training to maintain readiness as they march into uncertain times. ★

Small Arms Training



U.S. Army/SGT Adam Fischman

Ammunition Update

By Scott R. Gourley



SSG Matthew Madiar of Troop C, 2nd Squadron, 106th Cavalry Regiment, Illinois Army National Guard, participates in a "movement to contact" drill using Man-Marker Rounds provided by Ultimate Training Munitions (UTM).

Against a backdrop of potential budget cuts that could exacerbate what senior service leaders see as training deficiencies already in the force, U.S. Army planners and their industry partners are scrambling for training options able to do even more with even less.

In the small arms arena, for example, the potential refresh of training systems like the Engagement Skills Trainer (marksmanship) is accompanied by an expanded vision for the application of small arms training ammunition. Two representative examples of this expanded vision come from Ultimate Training Munitions (UTM) and General Dynamics Ordnance and Tactical Systems (GD-OTS) Simunition Operations.

UTM

The UTM design focuses on a combination of an internal weapon conversion kit and a family of training ammunition in multiple calibers. UTM ammunition examples range from the 5.56 mm Man-Marker Round (MMR) to two new blank cartridge designs: the Silent Blank Round (SBR) for dry-fire training and the Battlefield Blank Round (BBR) for blank-fire training.

The MMR is one of the better known products. With an average muzzle velocity of 400 feet per second and a maximum effective range of about 55 yards, the cartridge is available with blue, red and yellow cosmetic wax marking compounds—similar to lipstick—packaged in an aluminum shell.

"You're using your own weapon," said Rob Lambraia, director of training for Phoenix RBT Solutions, LLC, which he described as the training arm and distributor for UTM. "You convert the weapon by taking out your bolt assembly and putting ours in it. You'll notice that [the UTM bolt assembly] has no gas tube in it, and it creates an offset firing pin [rim fire], which makes it 100 percent safe. The benefit is that once you change over to nonlethal training ammunition, you're using your own weapon, your own optics and your own lights in your training. If you attempted to introduce a live round, however, it would not fire because of the offset firing pin.

"The second safety feature is that the dust cover won't close," he said. "So if you're getting ready to do training and you see everybody 'hanging blue [the color of the UTM assembly],' you know you're safe.

"The third safety feature is our magazine. Even though you can use any military magazine, if you try to put a live round in our magazine, it will stick out just a hair, so you can't load that in either."

Pointing to the MMR's muzzle velocity of 400 feet per second, Lambraia equated that to the ability to achieve a 2-inch shot group at about 25 yards.



The Ultimate Training Munitions (UTM) bullet line (above, from left): Target Bullet Round, Battlefield Blank Round, Silent Blank Round and Man-Marker Round. Below left: UTM's M16/M4 Blue Safety Magazine. Below right: The UTM face mask.





"So, as opposed to other types of force on force, where you're just up close and personal, this allows you to do your regular weapon-handling skills. You can do all your reloads and everything you would normally do, but this also allows you to shoot and do firearms drills before progressing to force on force and tactical training."

"The biggest difference between UTM and any other training system out there—and probably one of the reasons that DoD has looked at UTM—is the ability to take warfighters—anyone from a 'door kicker' to a truck driver—and train them as they fight," said Eric Seto, former master trainer and current military training manager for UTM. "Once the weapon is converted, it's all internal. Everything external is still there. You're not strapping on all kinds of extra gear. You're basically training them as they fight.

"On the military side, 2007 is when it got type classified and purchased by DoD," Seto continued. "That was primarily with the Army. Then, between 2007 and 2012, with the last element being U.S. Marine Corps [Forces] Special Operations Command, the system has basically gone DoD-wide, minus the U.S. Coast Guard."

Seto said new users are quick to embrace the accuracy and reliability features of the UTM system.

"Originally it was designed for force on force training, but they soon realized its accuracy and reliability allowed it to be used for so much more than just someone jumping a building and having people shooting back," he said. "The progression that we like to talk about took it from force on force to force on target."

Seto added that the force on force protective gear requirements "follow the same guidelines of training as you fight. If you look at someone who is on patrol today in the mountains in Afghanistan, you might see some exposed skin on their faces, but they're wearing gloves, eye protection, a helmet and full body armor over their uniform. The only thing you have to add [for UTM force on force training] is a mask to cover the face. They can add a UTM face mask that wraps around and [attaches] behind the neck. Then they use the goggles that are already issued. So just by adding that one piece—the face mask—they're training as they fight."

Drawing on his personal service background, Seto related how he has seen the use of UTM designs expand

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Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

ıe value of the Army training process.

"You always hear of the 'crawl, walk, run' process, in ⁄hich soldiers do everything dry, then with blanks, then ⁄ith live ammunition," he said, "but at one duty station we ɔok the blanks completely out of it. I'm not saying that's ʌrmywide, but for what we were doing at the time, it made erfect sense. We wanted the soldiers we were training to e held accountable for what they were doing, and that appened to be room clearing. So, instead of just shooting lanks in a room at a static target on the wall, they were hooting UTM rounds at a target on the wall. They had to how that they hit the target, without shooting their bud-ies left and right, before we went into live fire. So the walk' phase kind of got changed up to the point that they ere being held accountable.

"Now, fast-forward to when we're doing predeployment raining with higher OPTEMPO [operating tempo]," he aid. "One of the great things that UTM Man-Marker ounds and that training system can do is start changing he way soldiers train in preparation for combat. They are ıot changing their tactics on how they do the room clear-ıg, but they're changing the preparation and being held ccountable for what they're doing."

Asked about company plans over the next few years, eto said UTM expects to expand its presence in the train-ıg market.

"We're full speed ahead on quite a few different pro-ects," he said. "One that I can mention is the platform for .62 mm ammunition. I believe that there is no other train-ıg ammunition out there that is offering the 7.62 in the ca-acity that UTM will have, where you will actually be able o do force on force training with a 7.62 platform, whether 't's an AR-type weapon system or for crew-served machine guns. Again, the ability to allow people to train as they ight is paramount."

Simunition

Another representative set of small arms training ammu-ition options comes from GD-OTS Simunition.

"We were the pioneer and first producer to come to mar-et with a force on force/force on target marking cartridge ystem," said Brian Berger, vice president and general man-ger at GD-OTS Simunition Operations. "Our first penetra-ion into the U.S. market was back in the early 1990s (1992–93), but we really started making more of a market penetration in 1995–96. Our participation right now is that essentially every service within DoD is using our FX marking cartridge system to some degree. It's being used by all the different services, including USSOCOM [U.S. Special Operations Command] along with federal agencies like the FBI, Secret Service, and U.S. Customs and Border Protection. They're all using our system, as are state and local law enforcement in major cities around the country. We're also in 50-plus countries around the world."

The complete Simunition FX system is composed of conversion kits, protective gear, marking rounds and a comprehensive training program. FX marking cartridges come in six colors and are available in multiple calibers. Company representatives credit the .38-caliber and 9 mm cartridges with "tactical accuracy up to 25 feet" and the 5.56 mm as "tactically accurate with ball cartridges to 100 feet."

"We're the pioneer, but we also like to think of ourselves as the leading edge of new products to support what we have done on the marking cartridge side," Berger said, offering the example of the company's new SecuriBlank Training System.



GD-OTS Simunition

The General Dynamics Ordnance and Tactical Systems (GD-OTS) Simunition FX training system is made up of marking cartridges (below), weapon conversion kits and personal protective equipment. This soldier's face mask shows the effect of a marking cartridge.



"We like to call it a safe blank," he said. "It fires out of the same conversion kits that the marking rounds do, which is one advantage, and it's safer because you're not required to have a blank firing adapter to fire it. With traditional blanks, there can be a lot of unburned powder that causes problems for people—sometimes hurting people. We consider SecuriBlank to be a safe blank because there's not an issue of unburned powder.

"It's something that's relatively new," he continued. "We introduced a 9 mm version of it to the marketplace about three years ago. We've had some success with units like military police units that like to use it when training with their dogs, and we're coming on line with a 5.56 mm version of it as we speak."

Berger emphasized the company's posture as "a full service provider" of rounds, kits, protective gear and training.

"There are certain competitors out there doing only portions of that," he said. "Again, being the pioneer and being first are one thing, but we also pride ourselves on being the complete provider as far as a complete system. To sell the products is one thing, but to provide a safe way to use the products and to understand the technology is also very important.

"Another discriminator is that our products are offered with a completely nontoxic projectile and primer," he said. "The unique thing about our FX projectile is that the compound inside is actually made of soap, so when you get shot with it, it washes off with a little cloth and water."

Another unique design feature involves serrations on the top of the projectile that create a noticeable star-shaped pattern when they hit a target.

"Everybody thinks about Simunition as just offering marking rounds," Berger said, "but we also produce a family of short-range training ammunition. It was based on a development program we did with the Army, starting back on the 7.62 mm side more than 10 years ago, and we've now fielded that ammunition. It's frangible and there are fins on the projectile, so when you shoot it at a target it flies with yaw, essentially matching the performance of a ball round out to about 100 meters. The nice thing about it is that you don't have to do any modifications to the gun. It's actually just a different round that the soldier puts in his magazine.

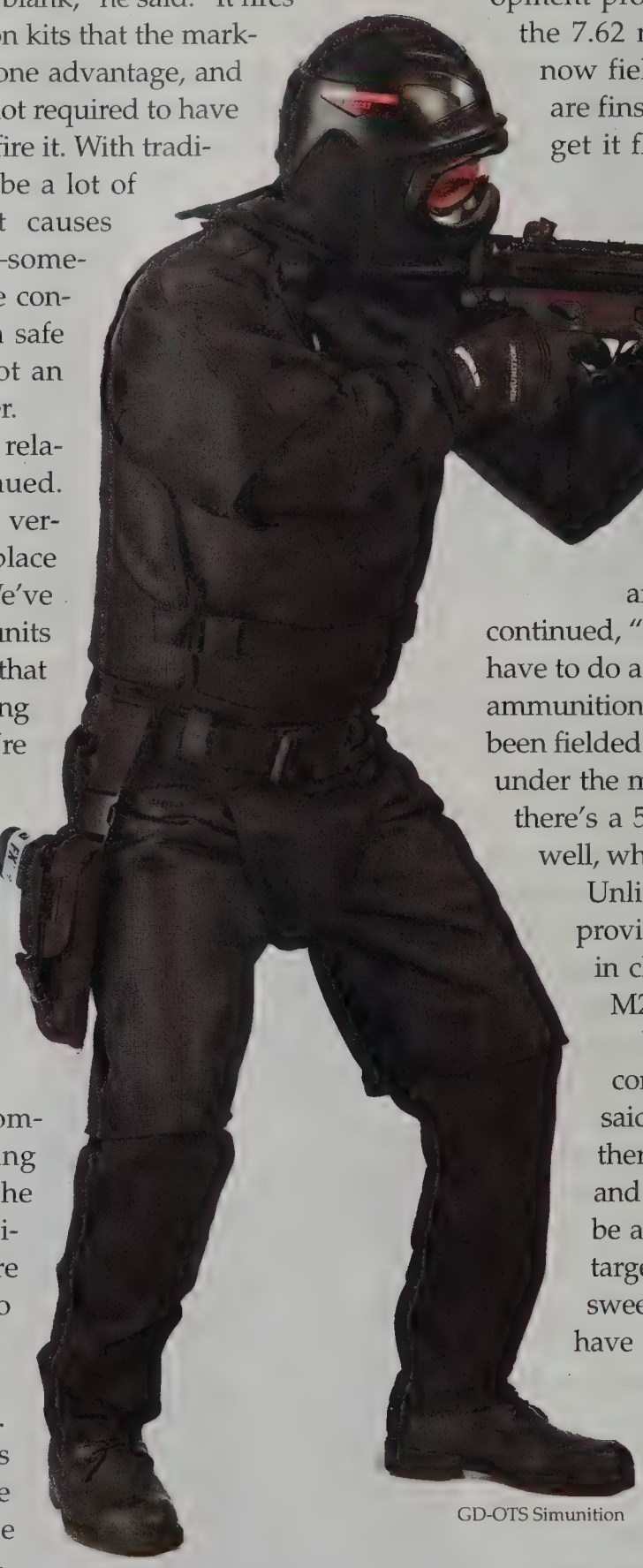
"They've had issues in the past with the 5.56 mm version of it—called the M862—because it shoots out only to 25 meters and is really just used for zeroing the gun," he continued, "but users don't necessarily like the fact that they have to do a conversion kit for it. They want to go and do an ammunition replacement. So there's a 7.62 version that has been fielded with a ball version and also a tracer capability—under the military designations M973 and M974—and now there's a 5.56 SRTA [short-range training ammunition] as well, which has the military designation M1037."

Unlike some earlier designs, Berger said, the M103 provides users with the ability to fire the round either in clips (for M4/M16 series weapons) or linked (for M249 series Squad Automatic Weapons).

Berger provided a glimpse of some future-focused company activities. Choosing his words carefully, he said, "A few of our special operations customers out there want to train with our FX marking cartridge and not have a big cleanup afterwards. They want to be able to train with their force on force and force on target drills, but they want to have the ability to just sweep up and not have to clean any soap marks, so we have come up with an FX marking round that has no soap substance in it. We call it non-marking. That's generating a lot of interest, not only with select military units but also with law enforcement units that might want to train somewhere like in a courtroom or a school."

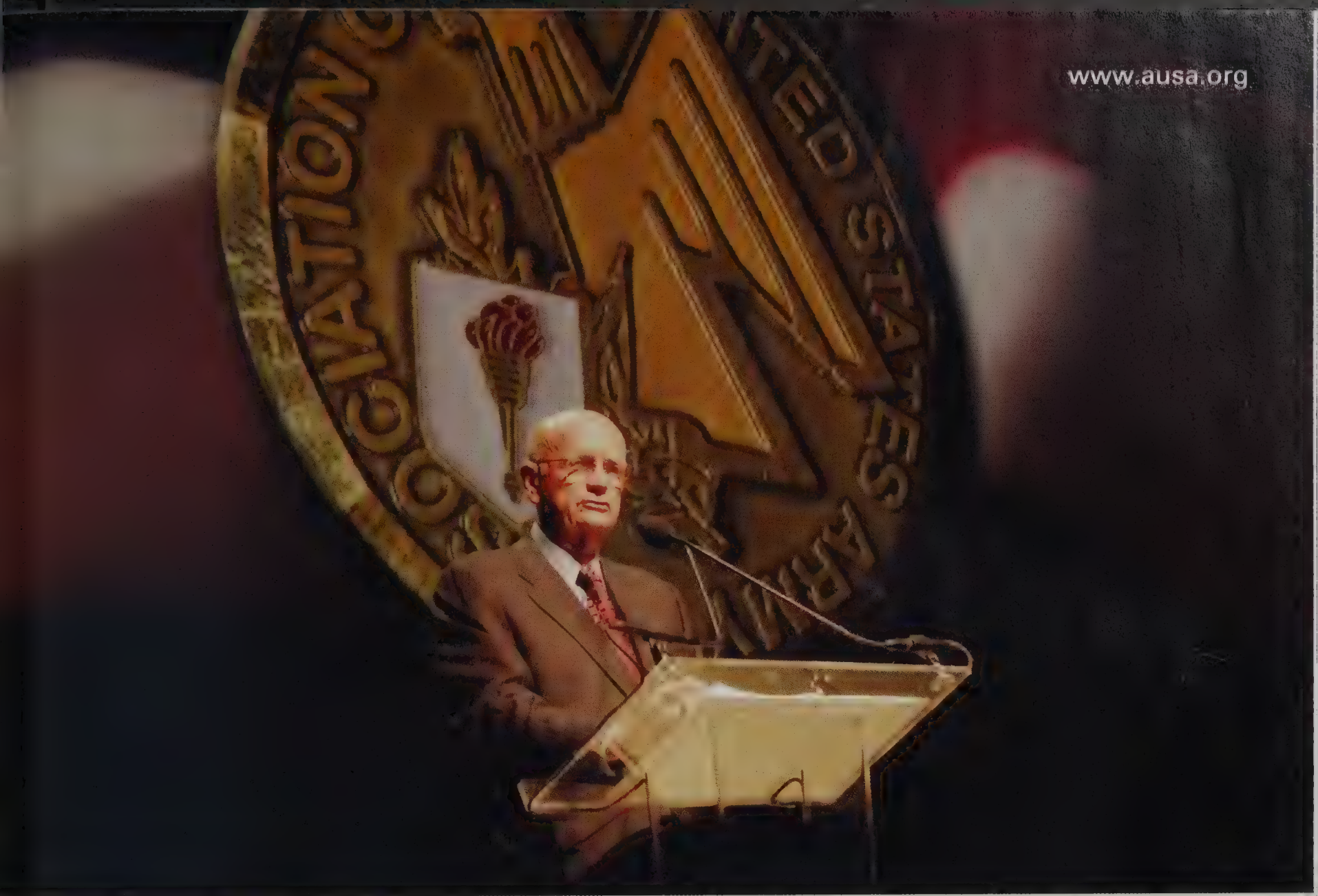
He added that other company efforts are directed toward developing a .50-caliber SRTA design.

Berger concluded by reiterating the value of the expanding SRTA options: "The unique thing about the short-range training ammunition is that it is rifle caliber that you can fire on a pistol range. It matches the performance of a ball round to 100 meters, and the maximum range it flies is 600 meters. There are thousands of ranges here and abroad that can't be used anymore. Okinawa, Japan, is a good example. Their .50-caliber range has been shut down for years because of range encroachment safety issues, and some of our customers are looking at SRTA as an opportunity to restart some of those ranges out there that have been dormant."



GD-OTS Simunition

GD-OTS Simunition's FX protective equipment includes a helmet/face mask and neck protector, as well as optional arm protectors, vest, gloves, pants and sleeves.



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Historically Speaking

Gettysburg and Vicksburg at 150

By BG John S. Brown
U.S. Army retired



July Fourth, in my view, marks the 150th anniversary of the climax of the Civil War. On that day in 1863, GEN Robert E. Lee retreated from Gettysburg, Pa., with his defeated Army of Northern Virginia after a gigantic three-day battle with the Army of the Potomac, commanded by MG George G. Meade. That same day, half a continent away, the fortress city of Vicksburg, Miss., capitulated to MG Ulysses S. Grant's Army of the Tennessee. In my youth, I often heard Pickett's Charge at Gettysburg referred to as "the high tide of the Confederacy," and a glance at a map reveals the strategic wisdom of a Mississippi River that "flowed unvexed to the sea."

Elsewhere in this issue of ARMY, my colleagues, Colonels Cole Kingseed and Kevin Farrell, examine Gettysburg in more detail and flag up tactical and operational issues that have excited controversy since the battle ended. Here, I hope to put Vicksburg and Gettysburg in a strategic context and underscore the importance of July 4, 1863, as a pivotal point in American history.

The February and April 2012 "Historically Speaking" articles examined the critical importance of the Ohio, Cumberland, Tennessee and Mississippi rivers to communications west of the Appalachian Mountains and the revolutionary advantages steamboats afforded in travelling the arteries with or against the current. Union successes in Tennessee at Forts Henry and Donelson, and also at Shiloh, penetrate deep into the Confederacy and compromised all but one o the rail lines running across it. That final rail line ra through Vicksburg and readily connected Louisiana, Texa and Arkansas with the rest of the Confederacy. These west ern states became an increasingly important source of sup plies for the Confederacy as the effects of the Union nava blockade deepened. Conversely, arms and ammunitio shipped west did much to assist the western states in con tinuing the war.

President Abraham Lincoln and his generals recognize the significance of the Mississippi River from the beginnin of the war. Union forces assisted by gunboats thrust soutl from Cairo, Ill., in early 1862 to seize New Madrid, Mo.; Is land No. 10, between Missouri and Tennessee; Fort Pillow Tenn.; and Memphis, Tenn. Memphis surrendered in Jun 1862, and Union gunboats steamed on to the mouth of th Yazoo River. Meanwhile, Union naval forces commande by Commodore David G. Farragut went up the Mississipp from the Gulf of Mexico and facilitated amphibious land ings. New Orleans surrendered on April 27, 1862, and Bato Rouge, La., soon followed. Vicksburg proved a harder nut t crack. Fortified and perched on high bluffs with a maze o swamps to its north, Vicksburg repelled a thrust from th south in May 1862 and a thrust from the north in Decembe



Gettysburg (Pa.) National Military Park by Dennis Steele

At year's end, the Confederacy still held open a 100-mile window across the Mississippi River extending from Vicksburg in the north to Port Hudson, La., in the south.

Grant resolved to change all of this. As his subordinate MG William T. Sherman moved north of Vicksburg on April 30, 1863, Grant amphibiously slipped the bulk of his army past Vicksburg and landed well to the south of its defenses, at Bruinsburg, Miss. This simultaneously bypassed the difficult terrain north of Vicksburg and turned Confederate defenses along the river. It also left Grant at the end of a perilously exposed logistical tether running past the guns along the bluffs at Vicksburg. Unfazed, Grant took an overdraft of ammunition with him and abandoned his line of communications altogether. He sped north, interposing himself between Confederate GEN Albert S. Johnston's forces concentrated at Jackson and Confederate LTG John C. Pemberton's forces around Vicksburg. Meanwhile, three regiments of Union cavalry commanded by COL Benjamin H. Grierson launched a destructive raid deep into Mississippi. This drew off cavalry that could have improved the reconnaissance of the separated and increasingly confused Confederate forces.

Living off the land as necessary, Grant first massed against Johnston and drove him out of Jackson. He then turned sharply on Pemberton and soundly defeated him at the Battle of Champion Hill in Mississippi. Pemberton retreated into the defenses of Vicksburg. Deploying Sherman to screen against Johnston's return, Grant followed Pemberton in hot pursuit. Premature assaults on May 19 and 22 failed, so Grant settled into a methodical siege. Trench lines and saps worked their way ever closer to the Confederate defenses. Mines penetrated underneath the fortifications, seeking to bring them down before countermines interrupted them. Snipers and artillery fire exacted a daily toll. Starvation and disease beset the isolated Confederates, who nevertheless kept up a gallant defense. Johnston tried to mount a relief but never mustered sufficient strength to achieve one. Pushed to the breaking point, Pemberton surrendered on July 4. To his credit, Grant rushed rations to the famished civilians and prisoners of war in the starving city.

While Grant was campaigning in central Mississippi, Union forces pushed up the Mississippi River from the south and invested Port Hudson, La., the southern terminus of Confederate holdings on the river. After the news of Vicksburg reached them, the defenders of Port Hudson accepted the inevitable and surrendered on July 9. In eastern Tennessee, a Union thrust reached Chattanooga, which threatened to split the Confederacy along yet another axis through Atlanta and Savannah, Ga. A strangulation first en-



Above: A panoramic view of the Civil War battlefield at Vicksburg, Miss., shows the Illinois Memorial (left) and the Shirley House. Right: Union soldiers built shelters around the Shirley House to protect themselves against artillery fire.

visioned by GEN Winfield Scott was taking effect, shredding the Confederacy and threatening to crush its constituent parts like an anaconda.

Facing disintegration in the West, the Confederacy's only real hope for victory was a knockout blow in the East. With so many vital strategic objectives so close to the common border in the East, perhaps a Napoleonic battle of annihilation could induce a war-weary Union to make peace. The Army of Northern Virginia, commanded by Lee, seemed the ideal instrument to strike such a blow. ARMY's July 2012 "Historically Speaking" examined Lee's defeat of MG George B. McClellan in the Virginia Peninsula Campaign.

The September 2012 "Historically Speaking" discussed Lee's defeat of MG John Pope at the Second Battle of Bull Run (Second Manassas, Va.) and his moral victory over McClellan at Antietam (Sharpsburg, Md.). In December 2012, "Historically Speaking" described the devastation Lee inflicted upon MG Ambrose E. Burnside's Army at Fredericksburg, Va. In May, Lee's striking victory over MG Joseph Hooker at Chancellorsville, Va., was discussed. When MG George G. Meade took over on June 28, 1863, he became the fifth commanding general of the Army of the Potomac.

***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. Author of* Kevlar Legions: The Transformation of the U.S. Army, 1989–2005, *he has a doctorate in history from Indiana University.*

All four of his predecessors had been defeated despit their general superiority in numbers, and three of them ha been defeated by Lee.

Having built up a strike force of 76,000 following Chan cellorsville, Lee resolved to take the war into Maryland an Pennsylvania. He would seek the knockout victory the Con federacy so desperately needed and also replenish his sup plies from the Union's ample stocks—civilian and militar While Grant was tightening his siege lines around Vicks burg, Lee slipped the bulk of his army up the Shenandoa Valley. The Union forces sensed the move and confirmed i during a chaotic cavalry battle around Brandy Station, Va on June 9—the largest single cavalry collision in the wa The Confederates stole a march on the Union forces guard ing the lower Shenandoah Valley, badly mauling them be fore crossing the Potomac and progressing along an axi running through Hagerstown, Md., and Carlisle, Pa.

Minimally opposed and with the 115,000-man Army o the Potomac far behind them, the Confederates spread ou to exploit the countryside. Commandeering wagons in ad dition to those they brought with them, they forced pur chases with Confederate dollars or formal "requisitions. They demanded $100,000 in U.S. currency from York, Pa but settled for the $28,000 that the city had on hand. As thei wagons filled up, their forces became less nimble. One Con federate cavalry brigade under BG John D. Imboden too off on a western arc to ravage the Baltimore & Ohio Railroa and gather livestock. More consequentially, MG J.E.B. Stua interpreted discretionary orders broadly enough to swin his division on a wide arc to the east, which effectively pu him on the opposite side of the Union Army from Lee. T make things worse, he captured an opulent 125-wago Union supply train and could not bring himself to part wit



View of a rocky nest within Devil's Den, a boulder-ridden hill used by both Confederate and Union artillery and infantry during the second day of the Battle of Gettysburg.

t for the sake of operational mobility. With his cavalry scat-ered and forces dispersed in hostile territory, Lee found himself in the unusual situation of knowing less about his opponents' whereabouts than they did about his.

Once launched, the Union pursuit of Lee was reasonably efficient, if neither breakneck nor daring. By June 28, Union troops had accumulated in a great mass around Frederick, Md., and by June 30 were similarly massing south of Get-ysburg. Two brigades of Union cavalry under MG John Buford Jr. pushed north through Gettysburg and clashed briefly with a Confederate brigade marching south, ostensi-bly to secure a supply of shoes reported to be in the town. Alarmed by belated news of the Union concentration, Lee hurriedly ordered a concentration at Cashtown, Pa., about six miles northwest of Gettysburg, starting the night of July 28–29. Buford recognized the strength of successive posi-tions dominated by Seminary Ridge and flanking hills north and west of Gettysburg, and by Cemetery Ridge and flanking hills south and east of the town. He occupied the former position and sent for help.

The battle that ensued was a colossal engagement, with one division after another marching in to join the fray. On the first day, July 1, the Confederates massed enough force to outflank and overpower the Union right, forcing the Union off Seminary Ridge. The Union rallied on Cemetery Ridge, where a stream of reinforcements arriving through the night broadened and thickened their line. On the second day, the Confederates sought to turn the Union left but were barely halted by the hasty and gallant defense of Little Round Top. The Confederates penetrated the Union line elsewhere but were ultimately repulsed. By the third day, the ever-stronger Union line resembled a fishhook firmly anchored around Culp's Hill in the north and by the formidable Round Top in the south. Lee gambled on a breakthrough in the center, attacking in the wake of a massive artillery barrage. The attack failed and the Union line held.

Confederate losses in three days of savage fighting were 3,903 killed, 18,735 wounded and 5,425 missing. Union losses were 3,155 killed, 14,529 wounded and 5,365 missing. The Union could afford such a butcher's bill, but the Confederacy could not. Lee had to win a decisive victory if the Confederacy were to survive. Meade could win by not losing. By and large Lee punched, and by and large Meade counterpunched. Lee's dispersal and distractions before the battle worked against concentrating overwhelming force at a decisive place and time. Meade, hugely assisted by able Corps commanders, survived the punches and held the line. So awesome was Lee's reputation that Meade declined to attack him in the aftermath of his defeat. Lee's beaten army retreated back across the Potomac without much interference. He would fight again, but never again at the summit of his strength.

Vicksburg's fall and Lee's retreat marked a decisive pivot point. The Confederacy would continue to disintegrate in the West, and Lee's Army of Northern Virginia would continue to be ground down. In a few months' time, Grant would assume overall command in the West. A few months after that, he would assume military command of the war as a whole. Meade would continue on as the capable—albeit methodical—commander of the Army of the Potomac. The Confederacy still had some fight and a few offensives left in it, and Lee would continue to muster his tactical brilliance, but the writing was on the wall. The overwhelming manpower and materiel advantages of the Union would inevitably be brought to bear upon the estranged countrymen of the Confederacy. ★

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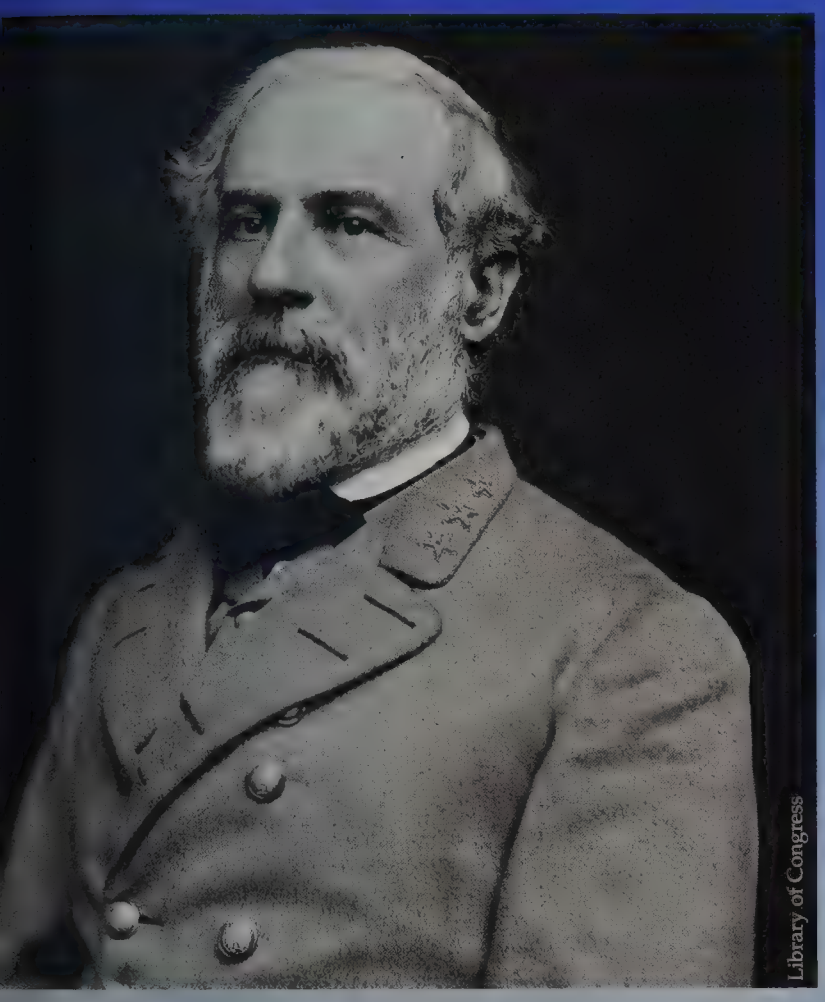
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Why GEN Lee Ordere

Following two days of intensive battle in the hills and ridge south of Gettysburg, Pa., GEN Robert E. Lee hurled his Army of Northern Virginia against the Union center anchored on Cemetery Ridge on the sweltering afternoon of July 3, 1863. Operationally brilliant but tactically flawed, the Gettysburg campaign constituted GEN Lee's all-out effort to destroy the Union Army of the Potomac on Northern soil. Lee's strategic goal was to so demoralize the Northern supporters of the war that public opinion would pressure President Abraham Lincoln's administration to recognize the Confederate States of America and terminate the Civil War.

Pickett's Charge

By COL Cole C. Kingseed
U.S. Army retired



Library of Congress

The Gettysburg Battlefield today, from the tree line to the fence line, where Confederate soldiers, led by GEN Robert E. Lee, left, and MG George E. Pickett, below, continued their attack on Cemetery Ridge under withering Union fire.



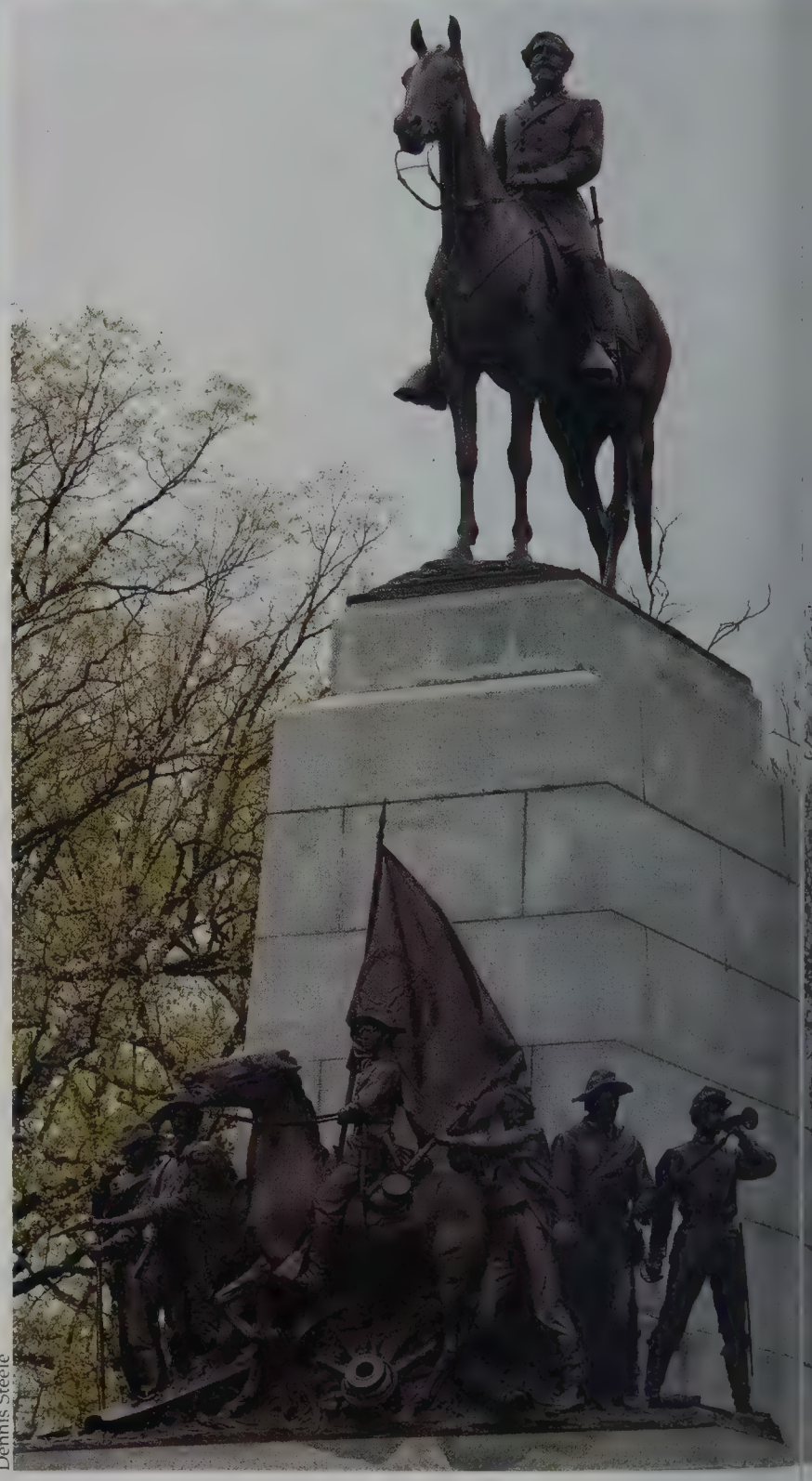
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Dennis Steele



Dennis Steele



Dennis Steele

Above, the First Pennsylvania Cavalry Memorial is situated on the flank of the Union line's position on Cemetery Ridge. Bottom right, a statue of GEN Robert E. Lee tops the Virginia Memorial along Gettysburg National Military Park's Confederate Avenue, which follows the position of Confederate lines that faced Cemetery Ridge on July 3, 1863.

More popularly known as Pickett's Charge, the Confederate assault of July 3 is often portrayed by modern historians as a monumental effort of military futility, but to GEN Lee, the Confederate attack was neither ill-conceived nor doomed to failure. Why did Lee order Pickett's Charge, and what did he do to enhance the chances of its success?

Lee's Strategic Reassessment

The Battle of Gettysburg began on July 1 as a meeting engagement when Confederate infantry from LTG Ambrose P. Hill's corps encountered Union cavalry under command of BG John Buford on the ridges northwest of Gettysburg. Hoping to capitalize on his ability to bring more reinforcements to the field before MG George G. Meade could react in sufficient strength, GEN Lee accepted battle even though, in his words, he was "marching blind"

COL Cole C. Kingseed, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.





Dennis Steele

Above left, an artillery piece is displayed on the Gettysburg Battlefield. Right, Union, state and regimental memorials dot Cemetery Ridge.

ue to the absence of MG J.E.B. Stuart's cavalry. GEN Lee's amble on July 1 paid off as converging Confederate olumns smashed two Union corps by late afternoon and he Union Army retreated to Cemetery Hill south of Gettysurg. The following day, July 2, GEN Lee planned to strike oth flanks of the Army of the Potomac simultaneously, but e failed to coordinate the attacks. After some of the most erocious fighting of the war, MG Meade maintained the igh ground from Culp's Hill through Cemetery Ridge to ittle Round Top by day's end, and the Army of the Pomac survived to fight another day.

The dilemma confronting GEN Lee on the evening of July was knowing whether he had devised a good strategy that ad been poorly executed or whether the strategy itself was lawed. As he surveyed the field, GEN Lee believed that, ad LTG James Longstreet's assault against MG Meade's outhern flank been coordinated with fellow corps commander LTG Richard S. Ewell's attack against the northern xtremity of the Union line on Culp's Hill, the Confederates would have crushed the Army of the Potomac in a vise.

In spite of the lack of coordination—for which he must bear full responsibility—GEN Lee had almost achieved success because the Army of Northern Virginia's subordinate commanders at the brigade and division level were so skilled and the infantry was so proficient. GEN Lee's army had nearly penetrated the Union line on Cemetery Ridge in two places before Union artillery and reinforcements took advantage of interior lines and repelled the Confederate forces.

GEN Lee reasoned that if he could coordinate the attack the following day, he could still drive the Army of the Potomac from the field. Moreover, for the first time during the battle, GEN Lee had his entire army on the field before the end of July 2. MG Stuart returned with his depleted horsemen by early evening, and, most importantly, by late afternoon, MG George E. Pickett's fresh division of 4,500 Virginians arrived on the battlefield and was available for action on July 3.

Lee's Alternative

For 150 years, historians have dissected GEN Lee's rationale for remaining at Gettysburg a third day, when by his own admission he was far less optimistic for the army's chances for success than the preceding day. Yet GEN Lee stayed to fight when he didn't have to, even though LTG Longstreet had presented a legitimate alternative to a frontal assault against the Federal center. The only conceivable reason for Lee overriding Longstreet's recommendation to leave Gettysburg and fight a defensive battle closer to Washington, D.C., is that Lee believed he could win at Gettysburg. He believed it from the time the Army of Northern Virginia entered Pennsylvania until midafternoon on July 3, when the remnants of LTG Longstreet's grand assault stumbled back to their line on Seminary Ridge.

In GEN Lee's mind, the decision was never whether he would stay or not stay, whether he would attack or retreat. He had made those decisions when he accepted battle on July 1. Only by offensive action could GEN Lee achieve his intent of destroying the Union Army, and he would not retreat while any chance of success remained. Knowing that the South would never have sufficient resources to mount a subsequent invasion of the North and that time was working against the Confederacy, GEN Lee opted to attack again. He played to win, not to avoid defeat. To achieve total victory, he was willing to risk complete defeat.

Coordinated Attack or Act of Desperation?

Was Pickett's Charge a coordinated attack or Lee's last desperate gamble to win a victory over the Army of the Potomac? Twenty-twenty hindsight provides an interesting answer, but Lee suffered no illusions as to the risks accom-

panying his decision to conduct a frontal assault across nearly a mile of open terrain. Eighty-one years later, Dwight D. Eisenhower made a similar decision to launch a direct assault against entrenched enemy positions above Omaha Beach on D-Day. In both cases, the challenges confronting the attacking forces were formidable. The comparisons between Pickett's Charge and D-Day remain eerily similar 150 years after the Battle of Gettysburg.

Creating the Conditions for Success

Having made the decision to remain on the field and launch a massive assault, GEN Lee directed his efforts to creating the conditions conducive to success. He first placed LTG Longstreet in command of the general assault. Some historians opine that LTG Longstreet was a poor choice since he was so vehemently opposed to the attack, but GEN Lee believed he was the most proven corps commander and his "right arm" now that LTG Thomas J. (Stonewall) Jackson was dead. If not LTG Longstreet, which commander could better have managed the preparations in so little time? Should GEN Lee have assigned corps commanders Ewell, Hill, or Stuart to lead the attack? None of these commanders had ever proven able to match LTG Longstreet's ability to deliver the hammer-like assault required on July 3.

Next, GEN Lee directed an intense two-hour artillery preparation to soften the Union center before the infantry commenced its attack. Had the Confederate bombardment destroyed the Union artillery, the infantry could have traversed the no-man's-land that separated the Union and Confederate lines with minimal casualties. If anything, the artillery bombardment on the early afternoon of July 3 was far more intense than the Allied aerial and naval bombardment that lasted a mere 40 minutes before the initial assaulting waves came ashore at Omaha Beach. Unfortunately for the attacking forces in 1863 and 1944, neither ar tillery preparation was effective, and it was left to the in fantry to overcome the enemy's defenses.

Simultaneously, GEN Lee directed MG Stuart to circle th Northern right flank and strike MG Meade's rear. Unio cavalry under Brigadier Generals David M. Gregg an George A. Custer intercepted MG Stuart's attack thre miles short of Cemetery Ridge, where they fought an inclu sive, yet strategically vital, engagement. The ensuing casu alties, coupled with the fatigue of his horses, forced M Stuart to depart the field short of his objective and return t the Confederate lines.

Lastly, GEN Lee utilized all available resources in the a tack—three divisions totaling about 12,000 men—and fo cused the assault against a short stretch of line along Ceme tery Ridge. Two additional brigades of infantry wer prepared to support any penetration of the Union lin Such an assault would have provided GEN Lee numerica superiority at the point of attack.

Could the Confederate attack have succeeded? Lee ce tainly believed so. If everything had worked perfectly, Pick ett's Charge might well have broken the Union line. If th artillery preparation had destroyed or significantly de graded the Union center before the Confederate infantr advanced, or had MG Stuart struck the Union rear as th Southern infantry reached Cemetery Ridge, GEN Lee migh have won the battle. According to Eisenhower, though, be fore the battle is joined, plans are everything, but once th battle is joined, plans go out the window.

Reflection

In retrospect, GEN Lee's judgment seems flawed, but hi method of command had always been to bring his army t the field, create the conditions for success and then leave th execution to his subordinate commanders. That recipe ha



A statue of LTG James Longstreet stands in Pitzer Woods, where he anchored the left of his corps' line.

Dennis Steele



Left, plaques note Confederate unit battlefield actions along Confederate Avenue in Gettysburg National Military Park. Below, images of Confederate soldiers who charged Cemetery Ridge on July 3, 1863, decorate the base of the Virginia Memorial.

oven successful against five successive mmanders of the Army of the Potomac.
If Lee is to be faulted at Gettysburg, it ould not be for ordering the attack on y 3 but rather for his lack of situational vareness. Meade was different from the my of the Potomac's previous commanrs, fighting an orchestrated battle with a am that was far more aligned than in preous engagements. Of course, the soldiers the Army of the Potomac simply fought uch better than had been the case in the gagement just two months earlier at ancellorsville. Part of Lee's lack of situanal awareness was his underestimation the fighting ability of his adversary.
In addition, even though it should have en clear that the leadership team put in ace after Stonewall Jackson's death was t functioning smoothly, Lee failed to invene to coordinate his own team until it as too late to influence the action. On July his instructions to Ewell to "take Cemery Hill if practicable" lacked a sense of urgency required to sure Confederate success. The following day, Lee left the ning of the main attack to Longstreet's discretion and led to ensure that Ewell was in position to support the asult on Cemetery Ridge and Little Round Top. In the words GEN Lee's principal biographer, Douglas S. Freeman, the rmy of Northern Virginia slipped back a year" with reect to its ability to coordinate and control the battle.
Following the conclusion of the Gettysburg campaign, EN Lee tendered his resignation to Confederate Presint Jefferson Davis on August 8, 1863. Before doing so, he rmitted himself a rare bit of introspection as he summaed his personal assessment of the failure of the campaign. GEN Lee wrote to the president:



Dennis Steele

> I still think if all things would have worked together, it would have been accomplished. But with the knowledge I then had, and in the circumstances I was then placed, I do not know what better course I could have pursued. ... Could I have foreseen that the attack on the last day would have failed to drive the enemy from his position, I should certainly have tried some other course. What the ultimate result would have been is not so clear to me.

Therein lies the calamity that befell Southern arms during the Battle of Gettysburg. ★

Remembering MG George G. Meade: The Forgotten Victor Of Gettysburg

By COL Kevin W. Farrell
U.S. Army retired

If one were to ask the average American or even the typical reader of ARMY, "Who is the most famous general officer of the American Civil War?" the most likely answer would be "Robert E. Lee." Similarly, "Gettysburg" would overwhelmingly be the answer to a query as to which is the most important and most famous battle of that war, even if some historians might argue that the Union victory at Vicksburg, Miss., on July 4, 1863, the day after Gettysburg ended, was actually more important to the ultimate Union victory. On the other hand, counterintuitively, the victor of the Battle of Gettysburg, MG George G. Meade, is largely forgotten today. To military personnel, his memory lives on dimly at the U.S. Army post that is his namesake: Fort Meade, Md. Other



A monument to MG George G. Mead stands on Cemetery Ridge in Gettysbu National Military Park, Pa. MG Meade shown atop his horse, Old Baldy, w survived the general by 10 yea





MG Meade, circa 1864.

Library of Congress

than a few memorials at the Gettysburg Battlefield and in the cities of Philadelphia and Washington, D.C., his is a name largely unknown to the vast majority of Americans.

Even the most popular works on Gettysburg—the eponymous 1993 film and the 1974 Pulitzer-Prize-winning novel by Michael Shaara, *The Killer Angels*, on which it was based—barely address the Union victor of the battle, continuing a historical oversight that dates almost to the battle itself. While the outcome of that battle is not in doubt, historical analysis and popular interest invariably focus on Lee's generalship and decision making during the battle, not to mention the actions and failures of his key subordinates, especially LTG Richard S. Ewell and LTG James Longstreet, the two most notable "villains" held accountable for the Confederate defeat. Most professional scholarship and interest in the Battle of Gettysburg always seems to come down to an explanation of how GEN Lee lost, rather than how MG Meade won. Even a visit to Gettysburg, Pa., demonstrates that this legacy is etched in stone. A comparison of the most prominent statues at Gettysburg National Military Park dedicated to each commander reveals a striking difference: Robert E. Lee atop the Virginia Monument would tower over the Major General George Meade Equestrian Statue if the two were juxtaposed, because the Virginia Monument stands 41 feet high compared to barely more than half that height for Meade at 22 feet.

Why this discrepancy has persisted, at least in popular consciousness, should be examined. MG Meade's legacy has far more to do with his personality, his actions following his victory, President Abraham Lincoln's disappointment and the lasting animus of his enemies rather than his actual conduct during the Battle of Gettysburg. Nothing, however, can—or should—obscure the nature of his achievement: With only three days in command, MG Meade not only halted but soundly defeated the Confederacy's best general in what was arguably his most important battle. None of MG Meade's predecessors could come close to making such a claim.

The Years Before the Civil War

It was an unlikely course that led George G. Meade to command the largest army yet assembled in North America in late June 1863. Born on New Year's Eve, 1815, George was the eighth of 11 children born to Richard and Margaret Meade in Cádiz, Spain. Financial ruin and tragedy were the hallmarks of his youth, George's father was a wealthy Philadelphia merchant who lost his fortune while serving in Spain as an American naval agent during the Napoleonic Wars. In 1828, after his father's death left the family impoverished, they returned to the United States.

Although a military career did not appeal to him as a teenager, West Point's free tuition proved irresistible, and Meade entered the academy in 1831. He finished 19th in a class of 56 and was commissioned into the artillery. Meade saw active service in Florida against the Seminole Indians with the 3rd U.S. Artillery in the year following his graduation, but he saw little future in the Army and resigned his commission in 1836, citing ill health. He became a railroad civil engineer for the War Department and for the Alabama, Florida and Georgia Railroad.

On his birthday in 1840, Meade married into a prominent political family. Over the course of their marriage, George and his wife, Margaretta, would have seven children. Supporting this growing family proved difficult, so Meade returned to the Army as a second lieutenant in the Corps of Topographical Engineers, six years junior in rank to his West Point classmates who had remained on active duty. He served admirably in staff positions during the Mexican-American War and was promoted to brevet first lieutenant for his actions at the Battle of Monterrey.

***COL Kevin W. Farrell**, USA Ret., Ph.D., is the former chief of military history at West Point. He commanded a combined arms battalion in Iraq, and his most recent book is* The Military and the Monarchy: The Case and Career of the Duke of Cambridge in an Age of Reform.



This house served as MG Meade's temporary headquarters before the Battle of Gettysburg.

Following the Mexican-American War, LT Meade traveled extensively as a surveyor and lighthouse engineer, surveying the coasts of Florida and New Jersey and pioneering lighthouse and breakwater construction along the East Coast. In 1856, he was at last promoted to captain—21 years after his graduation from West Point—and the following year, he relieved LTC James Kearney to complete the survey of the Great Lakes in 1860. He was still on-site when the Civil War erupted on April 12, 1861, with the Confederate bombardment of Fort Sumter, S.C.

Rapid Promotion and the Ultimate Test

With the rapid expansion of the U.S. Army in response to the Southern secession and President Lincoln's subsequent call for volunteers, Pennsylvania Gov. Andrew Curtin recommended Meade for promotion. On August 31, 1861, he was promoted from captain in the Regular Army to brigadier general of volunteers. As commander of the 2nd Brigade of the Pennsylvania Reserves, he was assigned the mission of constructing defenses around Washington, D.C.

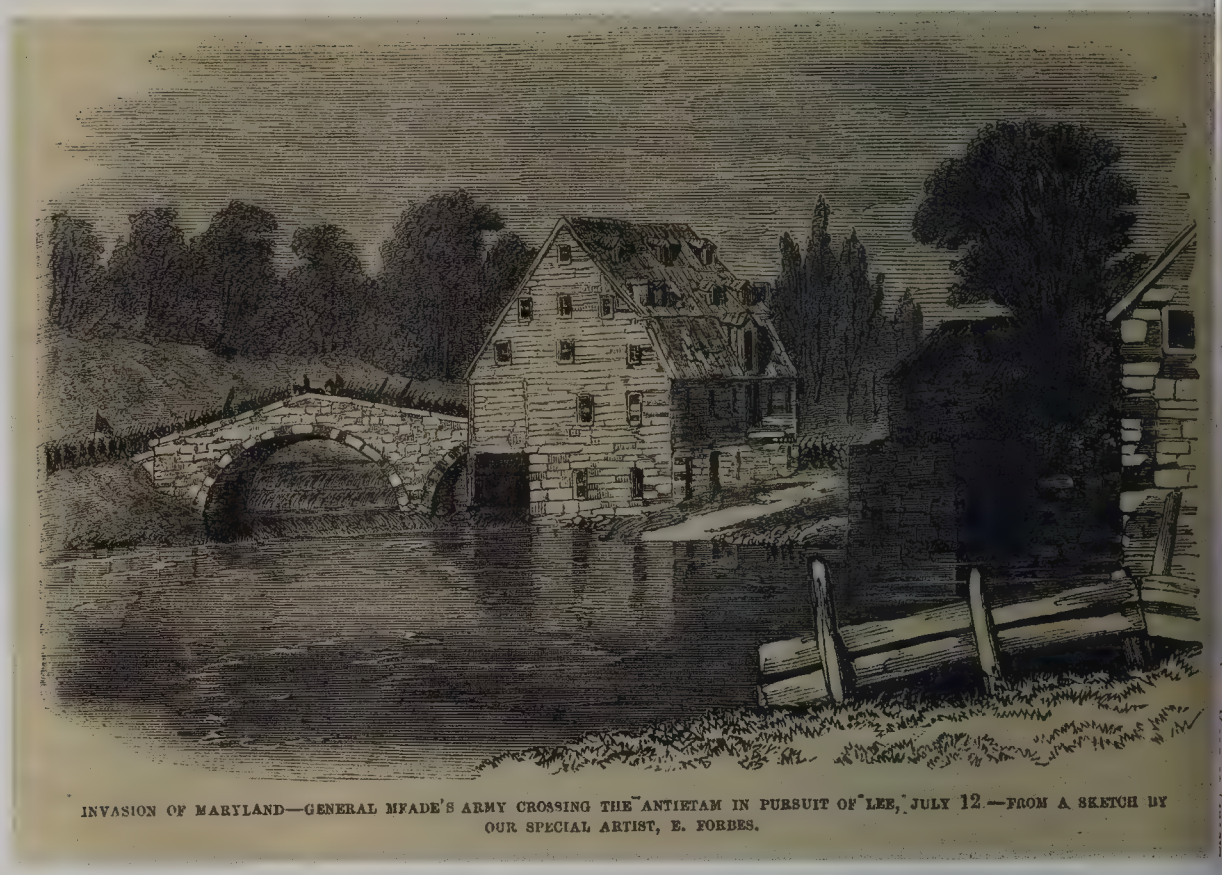
Nothing in Meade's Army career before the start of the Civil War indicated either potential for high command or practical preparation for it. Although he was not unique in this regard—the size of the entire U.S. Army was only 16,000 men in 1860—it was relatively rare for someone with 20 years of service never to have held command of any military organization.

The 18 months before the Battle of Gettysburg saw a radical turn of events as Meade's command experience and combat leadership ability expanded rapidly and successfully, even though the overall record for the Union Army in the Eastern Theater was decidedly mixed. In 1862, he participated in some of the most significant operations of the Army of the Potomac, including the Penin-



MG Meade and his staff in Washington, D.C., in May 1865.

MG Meade in pursuit of GEN Robert E. Lee and his Army of Northern Virginia.



INVASION OF MARYLAND—GENERAL MEADE'S ARMY CROSSING THE ANTIETAM IN PURSUIT OF LEE, JULY 12.—FROM A SKETCH BY OUR SPECIAL ARTIST, E. FORBES.

sula Campaign, during which he was severely wounded in the Seven Days Battles, and the Second Battle of Bull Run. Cautious but competent and steadily improving, Meade became a division commander in time for the Battle of South Mountain in September 1862. There he drew the favorable attention of his corps commander, whom he would later replace: MG Joseph Hooker. At the Battle of Antietam, Md., that same month, Meade assumed corps command ahead of more senior officers when Hooker was wounded. Wounded once again, Meade performed well as a corps commander in combat.

Although Meade resorted to his previous role as division commander for the Battle of Fredericksburg, Va., in December—another Union loss—his division achieved the greatest success of the Union forces involved. As a consequence, he advanced to major general and received command of V Corps, which he commanded during the fateful Union defeat at Chancellorsville, Va., in April and May 1863.

As a result of this compressed but impressive background of leadership and combat experience, he learned on June 28, 1863, that President Lincoln had selected him to take command of the Army of the Potomac. As the seemingly invincible Army of Northern Virginia drove ever deeper into Union territory in an attempt to force a negotiated end to the war, MG Meade assumed command of a demoralized and fragmented army. His mission was clear: Protect Washington, D.C., and drive the Confederates from Northern soil.

Although it was a close-run thing, there can be no denying MG Meade's excellent use of terrain and interior lines to defeat GEN Robert E. Lee at Gettysburg. It was remarkable that, even though he did not arrive on the battlefield until the second day of the epic three-day struggle, MG Meade was able to align his corps commanders and stand fast against the worst onslaught GEN Lee could muster. By the end of the third day—July 3, 1863—MG Meade had achieved what none of his five predecessors could: an unequivocal defeat of GEN Lee and his Army of Northern Virginia.

Aftermath

In spite of MG Meade's impressive victory over GEN Lee, he was banished to relative obscurity largely because of his decision not to press that victory. His failure to crush GEN Lee's army with a counterattack on July 4, 1863, has been derided by historians ever since, for had such an attack been successful, it could have indeed ended the Civi War that year. Rather than risk his great victory by attack ing in defensive positions, MG Meade held his terrain an reconstituted his battered army, which had suffered abou 25 percent losses. GEN Lee then began a long and masterfu withdrawal while MG Meade pursued only halfheartedl By July 14, 1863, the Army of Northern Virginia had es caped to safety across the swollen Potomac River, badl mauled but still intact.

Considering the Union Army's condition after the battle a well as President Lincoln's orders not to leave Washingtor D.C., unguarded, let alone MG Meade's newness to army level command, his decision not to press the attack and ris losing all he had gained against an entrenched Lee is hardl surprising. MG Meade was a competent general, but he wa not a great one. Hindsight makes it easy to criticize him fc not being more aggressive, but it simply was not his nature.

With a countenance that was neither warm nor inspi ing—MG Meade's unfortunate nickname was "Old Snap ping Turtle"—the Union commander's notoriously sho temper and open hostility to the press won him little favo able coverage. Even more damaging, perhaps, were th ceaseless machinations of his unscrupulous and insubord nate former corps commander, Daniel E. Sickles, and othe political enemies who schemed against him shortly after th conclusion of the battle. Finally, President Lincoln wa clearly disappointed that MG Meade missed an opportunit to end the war. Although he did not relieve him from com mand, he appointed LTG Ulysses S. Grant as Meade's direc superior for the duration of the war, ensuring that Meade genuine success would be overshadowed by subsequer events. His exclusion from the surrender ceremonies at Ap pomattox Court House, Va., at the end of the war fittingl and sadly foreshadowed how he would be remembere None of these developments, however, should obscure h great and improbable triumph at Gettysburg. ★

Counterpoint to Combat: The Education Of Airborne Commander James M. Gavin

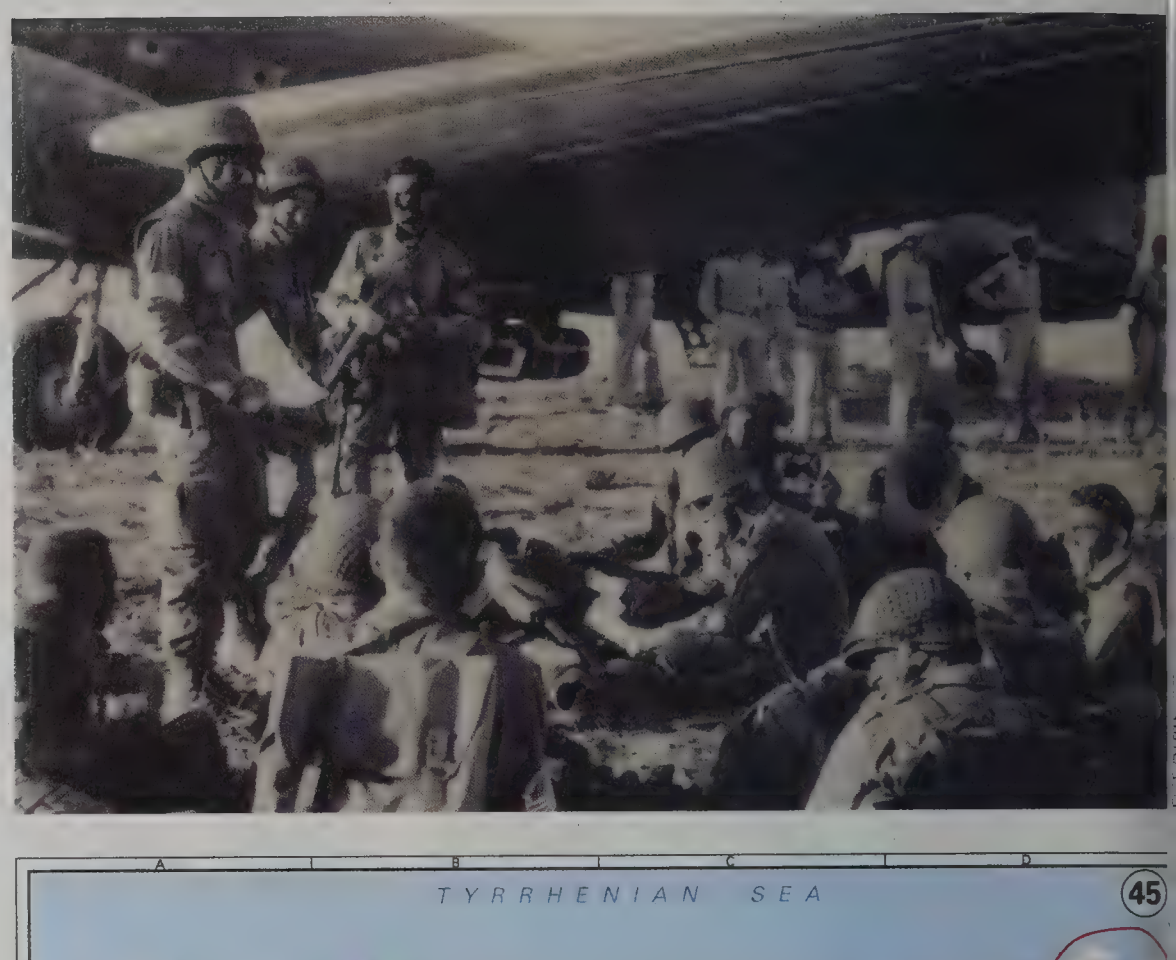
By David Hein



Background: Troops from the 82nd Airborne Division execute a jump during a demonstration in North Africa leading up to the invasion of Sicily, Italy. Above: Then-MG James M. (Jumpin' Jim) Gavin.

Seventy years ago, on the night of July 9–10, 1943, COL James M. (Jumpin' Jim) Gavin, commander of the 505th Parachute Combat Team, 82nd Airborne Division, began a tough assignment: a combat jump on Sicily, Italy, six hours ahead of the amphibious landings of Operation Husky. Gavin and his 3,000 paratroopers—not only infantry but also engineers, artillery, medics and signal corpsmen—were to disrupt enemy communications and movements, seize strategic terrain (including high ground and road junctions outside the ancient town of Gela), and thereby help prevent Axis troops from launching effective counterattacks against LTG George S. Patton Jr.'s invading Seventh Army. In his words of encouragement to the troopers of the 505th, COL Gavin expressed the severity of this challenge:

Right: COL Gavin and his troops prepare to board a C-47 bound for Sicily. Bottom right: A map illustrates the Allied plan for the invasion of Sicily and Axis dispositions.





The term *American parachutist* has become synonymous with courage of a high order. Let us carry the fight to the enemy and make the American parachutist feared and respected through all his ranks. Attack violently. Destroy him wherever found. I know you will do your job.

Taking off from Tunisia in C-47 Dakotas, Gavin and his men were to fly to Malta and then dogleg to the left, landing along the southwestern coast of Sicily.

This maneuver would coincide with a momentous dogleg turn in Gavin's life and career. Everything before this turning point had been about getting ready: education for leadership. Everything afterward, for hard months on end, would be about testing in combat: the real final exams.

The two turnings, however, although similar, were unlike each other in one important respect: Gavin's physical journeys took him always forward, moving to the sound of the guns. His interior journey regularly found him circling back to the first phase of his life's work, for he never jettisoned this period of learning. Sparked by curiosity and aspiration, Gavin manifested an enduring engagement with education.

Quite possibly the illegitimate son of Irish immigrants, Gavin was adopted at 23 months and grew up, bright and increasingly restless, in Mount Carmel, Pa. Desperate to escape from the rages of his hard-drinking mother and from the vocational path foreshadowed by his coal-miner father, Gavin ran away from home, taking the night train to Manhattan. As a boy in Mount Carmel, he had "imperiled" his Catholic soul by reading books in the library of a Protestant church, had risked arrest by surreptitiously r moving books from a local bookstore and then returnin them at the end of that day's paper route, and now wante more than what this town, lacking even a public librar could offer him. He left on his 17th birthday, March 22, 192 and shortly thereafter, under the required age for enlistme even with parental consent, raised his hand to take the oat becoming a private in the U.S. Army. Making it to We Point on the advice of a helpful sergeant, Gavin would nee to rise at 4 A.M. twice a week so he could study in the bas ment latrines—the only place where a light bulb burned—t make up for lost time and lost opportunities.

History buffs and military professionals alike know th commanders' educational backgrounds—not just their ba tles—make fascinating subjects for study. George C. Ma

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***David Hein, Ph.D.**, is a historian and tenured professor on the faculty of Hood College, Frederick, Md. His publications include 40 articles and 10 books. Professor Hein recently lectured on leadership in war at the George C. Marshall Foundation, Lexington, Va., and at the John Jay Institute, Philadelphia.*

all, for example, was devoted to the Virginia Military Institute. The school accomplished its primary objective: building character through military discipline. Nevertheless, Marshall did not respect his alma mater as an academic institution. Uninspired by his instructors, he was a poor student. The unimaginative pedagogy of the institute—learning through rote memorization—did not suit him at all. At Fort Benning, Ga., where he was head of the Infantry School from 1927 to 1932, he embraced methods that combined the inculcation of habits of attention and industry with practical, real-world exercises. He took his students over miles of terrain and then at lunchtime had them draw maps of the ground they had covered. He used large-scale maneuvers, in his phrase, a "combat college for troop leading" and thereby discovered who had the right stuff for command.

From 1922 to 1924, when Dwight D. (Ike) Eisenhower undertook an informal but intensive seminar in military science and the humanities with his Panama Canal Zone mentor, BG Fox Conner, he became a more penetrating student. Reading Eisenhower through the works of such authors as Clausewitz (Eisenhower read *On War* three times), Plato, Tacitus and Nietzsche, BG Conner, like a rigorous Oxford don, would interrogate his pupil about a text's meaning and implications. He nurtured in Eisenhower the skill of thinking laterally—for example, discerning connections between a Shakespearean play and modern war. Under his mentor's guidance, Eisenhower learned to write clear field orders, and BG Conner cultivated the future European Theater of Operations commander's reason and imagination for the challenges of coalition warfare, teaching him some applied psychology, including the art of persuasion.



U.S. Army

Gavin was only 17 when he enlisted in the U.S. Army. Here, he is a young private, circa mid-1920s.

Like Marshall, Gavin viewed infantry training as a way to enhance—not obliterate—each trooper's distinctive abilities and thus encourage individual initiative. Treat soldiers as human beings with their own identities—not just as anonymous ranks in close-order drills—and a commander could ask anything of them. Like Eisenhower, Gavin plunged into the history and problems of the profession of arms, studying challenges from every angle and testing his ideas in combat. Gavin's career leaped forward in 1942, when he combined what he had learned about German and Soviet work with paratroopers and gliders with what he had gained from his own experiences to write the U. S. Army's first manual on the tactics and techniques of airborne warfare.

In truth, the story of Jumpin' Jim Gavin's formation and use is at least as remarkable as Marshall's or Eisenhower's. In its relation to the experience of combat, education became the critical counterpoint for Gavin: a distinct, ongoing melodic line that developed in interaction with the dominant melody.

In his *War and Peace in the Space Age*, published in 1958, Gavin introduces the main theme and its counterpoint in his description of the Sicily campaign. On July 10, 1943, after many of the C-47s overflew the Malta dogleg, resulting in missed landing zones and the wide dispersion of paratroopers, Gavin—having landed south of Vittoria, nearly 30 miles from Gela—set out with a handful of men in search of his combat team's objective. Twenty-four hours after landing in Sicily, he recognized that the first day's fighting was "an absolute shambles." His team was scattered, possibly destroyed; he was still largely in the dark even about his own location, not to mention the enemy's; and worst of all, he was gripped by the disheartening awareness not only that his role in this campaign as handpicked leader of the parachute assault forces might end in dismal failure but also that the whole idea and program of airborne combat might quickly be seen as amounting to, as he put it, "just so much nonsense."

But he re-collected himself. He listened to the counterpoint that sounded just beneath the principal theme of confusion and disillusionment. Gavin knew he had physical courage, but moral courage was harder to maintain. It "comes from the soul," he believed, "from confidence … in what one is doing." He defined moral courage as the power that enables a commander to induce troops to act contrary to their natural instincts, such as holding a position against seemingly impossible odds, and he first had to consolidate it within his own gut.

Gavin later wrote that this capacity was bolstered that evening on Sicily by recalling "my upbringing and … what I had learned as a cadet at West Point." Facing "confusion and



U.S. Army

Then-MG Gavin (right) speaks with MG Matthew B. Ridgway before an award ceremony in Belgium in 1945.

utter despair" required a counterthrust of memory to summon meaning, purpose, confidence and courage. Gavin is touching the nerve of an experience still deeply felt, not grabbing a rhetorical device ready to hand, when he says: "This [what we learned at West Point] I had to remember. I must remember. I must remember West Point. … I must remember and I did remember."

He remembered what he needed to hold in mind continuously over succeeding days, for on July 11 he was to gather his troopers and their underpowered weapons to face the soldiers and Tiger tanks of the *Hermann Göring* Division at the top of a slight rise known as Biazzo Ridge, key terrain southeast of Gela and the Acate River. Drawing strength from his knowledge of the Civil War Battle of Shiloh—during which MG Ulysses S. Grant refused to leave the field and eventually prevailed—Gavin launched attack and counterattack, striving to win this fight—one of the bloodiest of the Sicily campaign—"by simply refusing to give up the battlefield," as he put it years afterward. In the midst of this battle, his words were more forceful: "We're staying on this … ridge," he shouted, "no matter what happens!"

His troopers' ultimate success in this effort and its role in the larger battle of Sicily are well-known. Gavin was awarded his first Distinguished Service Cross. Familiar, too, is his career thenceforward—Salerno, Normandy, Nijmegen, the Ardennes, the Hürtgen Forest, and on to Berlin. He became the youngest American major general of World War II and the youngest division commander sinc George Armstrong Custer in the Civil War.

And his later career? Haunted after Biazz Ridge for decades by the painful losses h command sustained there, Gavin told h daughter in a letter home that he hoped to cloist himself in a monastery after the war and witne no more death and destruction. Instead, the pos war years saw him engaged in more planning leading and critical thinking at the Pentagon, the research and consulting firm Arthur D. Litt Inc., at the vexing intersection of political and mi itary affairs. Gavin supported the desegregation the Army, pioneered the development of air m bility by the U.S. military, served as ambassador France, and presented a judicious critique of h country's strategy in Vietnam.

Sicily, however, remains the best place to reca the source of Gavin's drive, for this provin ground was where he himself remembered n only West Point but also his difficult upbringin and his initial motivation for gaining admissic to the Military Academy.

Gavin possessed essential prerequisites f success, foremost among them the drive to a pire, to gain the skills he knew he lacked, to e ercise discipline and self-mastery (much mo important than self-esteem), and then to kee working to gain a better understanding of h calling. He took no shortcuts. He made no excuses. He g the job done. Crucially—he did not allow his circun stances to hold him back. The people he grew up with, l could see, had "no tradition of zealousness and the secr of education at all." The secret of education is indeed th persistent zealousness. It is the counterpoint of Gavin heroic conduct and praiseworthy career.

Recommended Reading

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Booth, T. Michael, and Spencer, Duncan, *Paratrooper: The Life of Gen. James M. Gavin* (New York: Simon and Schuster, 1994)

Fauntleroy, Barbara Gavin, *The General and His Daughter: The Wartime Letters of General James M. Gavin to His Daughter Barbara* (New York: Fordham University Press, 2007)

Gavin, James M., *War and Peace in the Space Age* (New York: Harper and Brothers, 1958)

LoFaro, Guy, *The Sword of St. Michael: The 82nd Airborne Division in World War II* (Cambridge, Mass.: Da Capo Press, 2011)

2013 ARMY Magazine Photo Contest

Sponsored by the Association of the U.S. Army

The Association of the U.S. Army is pleased to announce its annual ARMY Magazine photo contest. Amateur and professional photographers are invited to enter.

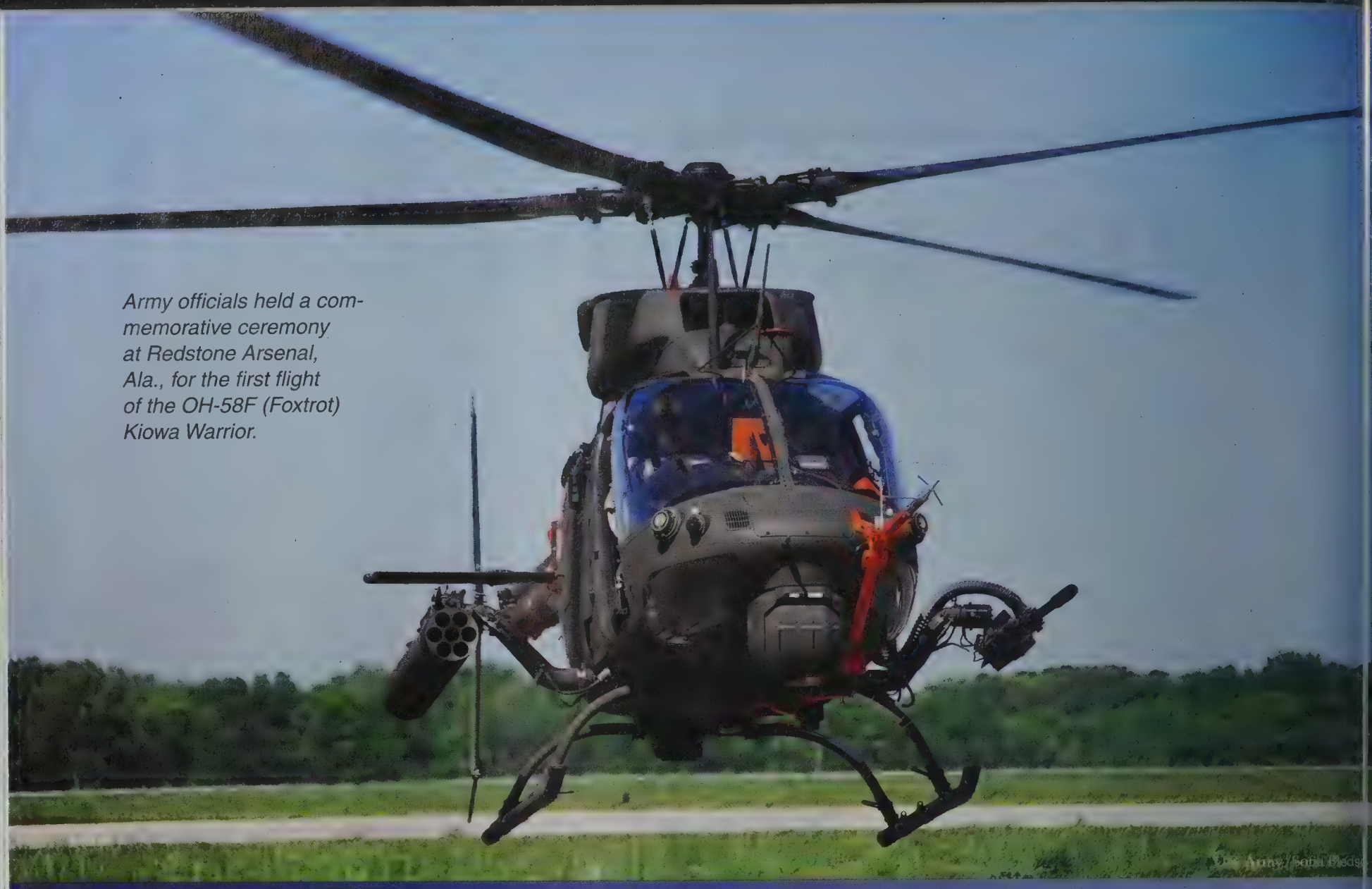
The winning photographs will be published in ARMY Magazine, and the photographers will be awarded cash prizes. First prize is $500; second prize is $300; third prize is $200. Those who are awarded an honorable mention will each receive $100.

Entry Rules:

1. Each photograph must have a U.S. Army-related subject and must have been taken on or after July 1, 2012.
2. Entries must not have been published elsewhere. Evidence of prior publication of any entry will disqualify it.
3. Each contestant is limited to three entries.
4. Entries may be 300-dpi digital photos, black-and-white prints or color prints. Photographs must not be tinted or altered. (Send digital photos to jbenitz@ausa.org.)
5. The minimum size for prints is 5x7 inches; the maximum is 8x10 inches (no mats or frames).
6. The following information must be provided with each photograph: the photographer's name, address and telephone number, and caption information.
7. Entries must be mailed to: Editor in Chief, ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201-3385, ATTN: Photo Contest.
8. Entries must be postmarked by July 31, 2013. Letters notifying the winners will be mailed in September.
9. Entries will not be returned.
10. Employees of AUSA and their family members are not eligible to participate.
11. Prize-winning photographs may be published in ARMY Magazine and other AUSA publications three times.
12. Photographic quality and subject matter will be the primary considerations in judging.

For further information, contact Jennifer Benitz (jbenitz@ausa.org), ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201; (703) 907-2604.

For examples of past winners, see www.ausa.org/publications/armymagazine/aboutarmy/Pages/ARMYMagazineAnnualPhotoContest.aspx



Army officials held a commemorative ceremony at Redstone Arsenal, Ala., for the first flight of the OH-58F (Foxtrot) Kiowa Warrior.

U.S. Army/Sofia Bledsoe

OH-58F (Foxtrot

By Scott R. Gourley



U.S. Army/Sofia Bledsoe

While the much-anticipated program direction decisions on the Army's Armed Aerial Scout requirements and long-term future of the OH-58D Kiowa Warrior follow-on are expected by late summer, another program with likely near-term impact on the Army's OH-58D fleet took to the skies at the end of April. This milestone event was the first flight of the Army's new OH-58F (Foxtrot) cockpit and sensor upgrade program (CASUP) aircraft at Redstone Arsenal, Ala.

Reflective of a true cooperative effort across multiple government organizations—as well as Bell Helicopter, Raytheon, Honeywell and other manufacturers—the OH-58F program

:ludes movement of the sensor location from the top of
e aircraft to the nose; integration of the Raytheon com-
on sensor package; a four-inch extension of the aircraft
nding gear to increase ground clearance for the nose-
ounted sensor; cabin structural modifications to support
e nose-mounted sensor; more reliable side beams and
nsfer beams; and "glass cockpit" improvements like a
nch-by-8-inch color display, a digital intercom system,
e ability to apply digital Hellfire future technology up-
ades on the weapon pylons, the emergency standby in-
umentation system, and integrated aircraft survivabil-
displays.

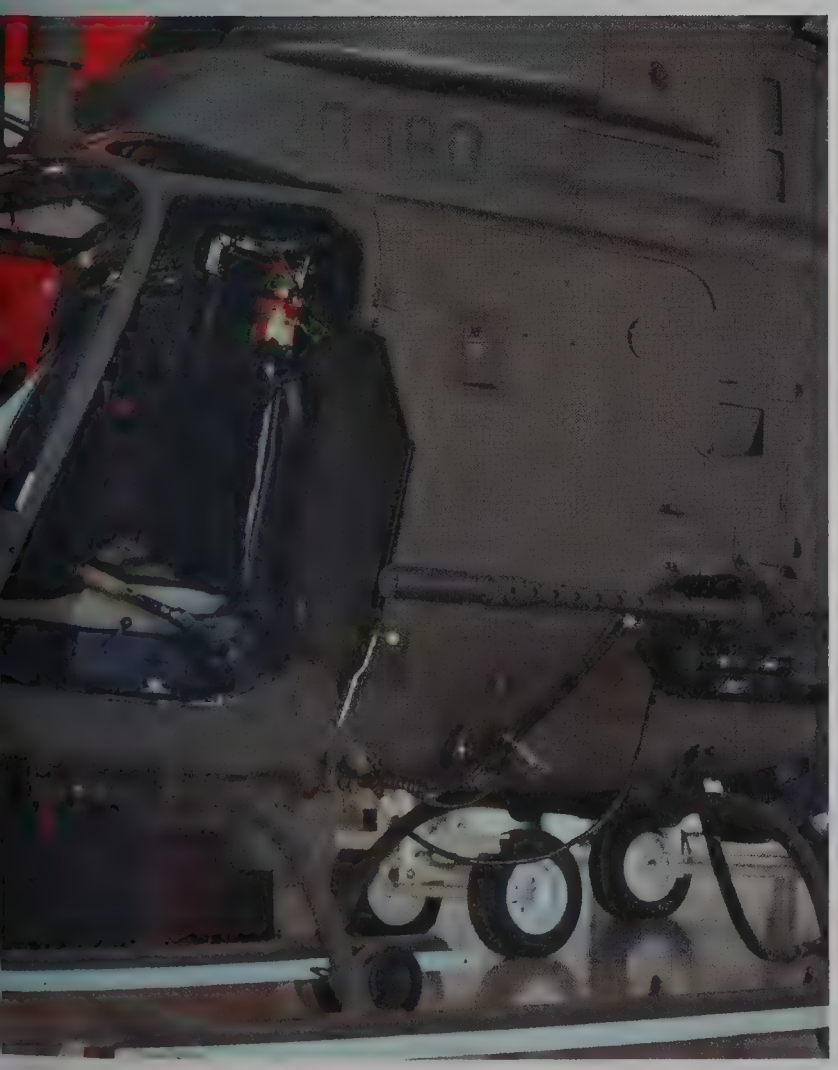
COL Robert Grigsby, U.S. Army project manager for
med Scout helicopters, used the first flight milestone to
tline a historical aircraft lineage beginning with the OH-
(Alpha).

"That was our first OH-58 aircraft," he said. "It came out
the Vietnam War—1968–1973—and was built by Bell He-
opter. We've had several variants of those: the OH-58A
d OH-58C, of which we still have approximately 220 in
e Army inventory today. We also provide them to other
tions for their flight school programs."

COL Grigsby continued, "In the 1980s, we saw a need for
e Army to be able to laser designate artillery rounds on the battlefield, and the Army set off to develop the OH-58D AHIP [Army helicopter improvement program], which was first delivered in the mid-1980s in an unarmed configuration. In the late 1980s, the mission for Task Force 118, which was protecting the barges in the Persian Gulf, was stood up; and the aircraft was weaponized. In the early 1990s, it was determined that we wanted to have the weaponized version across the fleet, and it was going to be called Kiowa Warrior. We have since gone through several upgrades on that aircraft—specifically, safety enhancement modifications and weaponization. We finished up our SEP [safety enhancement program] just about a year and a half ago.

"Simultaneously, we needed a more capable reconnaissance aircraft in the 1990s—the Army deemed it necessary. We then went out to get Comanche, which was terminated after many years. The Army realized it still needed a new scout aircraft, so we went out on contract to get the Armed Reconnaissance Helicopter, which was also terminated due to cost overruns. At that point, the Army came forward and said, 'We still have a requirement for a scout. We need to figure out how to address the obsolescence in this aircraft as well as the capability gaps that have been generated and identified in theater in the current fight—either in Iraq or now in Afghanistan.'"

akes to the Skies



One of the identified capability gaps involved the location of the sensor package, COL Grigsby said.

"It is mounted on top of the rotor on the OH-58D, but in the kind of fight [in theater today], we needed the sensor on the bottom of the aircraft to be able to look down and track targets as we flew over them. In 2009, we had a milestone direction decision defense acquisition board that stood up the OH-58F CASUP, which was again designed to address obsolescence in the aircraft as well as the sensor location and capabilities. The determination was made at that point that we would use the common sensor that is also used on the Gray Eagle, which has been integrated."

COL Grigsby acknowledged that a traditional program approach of this scope would have involved vendor solicitation for the package development. In the case of the OH-58F, however, the Army used the capabilities developed at the Redstone Arsenal Prototype Integration Facility and the

The most noticeable change evident in the Foxtrot series is the nose-mounted sensor, which in previous models was mounted on the mast.



OH-58D Kiowa Warrior light attack helicopters participate in a combined live-fire exercise in Bosnia.

assistance of Redstone's Aviation Engineering Directorate to assume the role of OH-58F lead systems integrator and rapidly develop the ability to transfer subsequent manufacturing with the support of Corpus Christi Army Depot (CCAD), where the Army intends the production manufacturing to occur.

"You can see that we have taken the best of everything and tried to package it into an aircraft as quickly as possible, getting it out there in a qualified manner to the force at considerable savings to the U.S. government and taxpayer," he said. "Our estimates right now are that, by doing it in this manner—whereby we do lead systems integration and own the technical data package for the aircraft—we will have actually saved somewhere around $600 million when we finish producing this aircraft."

COL Grigsby added that other benefits of the Army's expanded role include the fact that "controlling the design allows us to rapidly field mature technologies to support the soldiers who depend on the Kiowa Warrior."

The OH-58F design also takes some small steps in addressing the weight growth that has affected the OH-58D over the past decade.

"We've reduced the weight from the D model by approximately 160 pounds, which allows us to have greater capabilities," said LTC Matt Hannah, product manager for the Kiowa Warrior.

Emphasizing the successful team effort behind the accelerated development program, LTC Hannah said, "Fourteen months ago, the OH-58F was merely 550 PowerPoint charts at the critical design review. Now we have three aircraft built and flying. Two are true OH-58Fs, and one is a hybrid D aircraft with F-style structural modifications to it. In addition, the flight test for the program is under way. The Prototype Integration Facility is now building the PQ1 aircraft—our first production qualification aircraft—and in the fall, we will transition production to CCAD, where they will build PQ2, 3 and 4 as we prepare for the milestone C decision. In 18 months we will be executing a limited user test, and in two years, we will make a low rate initial production [LRIP] decision—right now, that's scheduled for March 2015."

The program calls for the eventual conversion of all OH-58D model aircraft to OH-58F, with current plans outlining an LRIP Lot 1 of 27 aircraft and LRIP Lot 2 of 33 aircraft. A follow-on full rate production decision is projected for fiscal year 2017 with a total production of 368 F model aircraft.

Other program participants addressed the implications of moving the sensor location on future operational employment.

COL John Lynch, U.S. Army Training and Doctrine Command capability manager for recon/attack, observed that the location of the new Raytheon common sensor package was selected "based on shortcomings that we have with the mast-mounted sight in the current operating environment, where we are really doing a lot more maneuvering flight—both in urban and non-urban environments—with the sight quickly reaching its stop limits. It's very difficult to track targets when you're flying in an environment where you are getting much closer to the enemy than was ever envisioned with the mast-mounted sensor in the Cold War era."

Acknowledging that the aircraft will be more exposed with a nose-mounted sight when compared to the mast-mounted sight design, COL Lynch said, "Through manned-unmanned teaming in the current generation of [D model

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Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.



The OH-58F in the air, left, and touching down, below, at the ceremonial first flight at Redstone Arsenal.



U.S. Army/Randy Tisor

ircraft (versus the original D model aircraft in the 980s) and teaming with other aircraft such as the AH-4, we believe that we will be able to overcome that sk and still perform the mission in major combat op-ration-type environments. Based on what we've seen the last 10 years, however, we can certainly expect to e deployed into more environments like the current perating environment in Afghanistan or recent oper-ting environment in Iraq."

Program participants emphasized that the OH-58F ASUP is not a service life extension program (SLEP).

"With the CASUP program, a significant portion of ne nose will be changed out and replaced by Bell Heli-opter. The tail boom will be replaced, and some of the tructural modifications will result in about 60 percent f the airframe being replaced," LTC Hannah said. There is 40 percent that is literally 42 years old today, nd when you finish the [CASUP] production line, nat 40 percent will be 55 years old. They all started out s Alpha or Charlie models. In reality, that aircraft—ke most aircraft or helicopters—is designed to last only 20 r 30 years. The CASUP program is not a SLEP and does ot 'zero time' the aircraft."

Participants acknowledged that some changes to the OH-8F program could be driven by the pending decision on ne Armed Aerial Scout.

"We're waiting for the Army to decide whether we will go fter an Armed Aerial Scout or do a SLEP to the Kiowa War-ior as we modify these aircraft to F model configuration," OL Grigsby said. "The CASUP program was originally es-ablished with the concept of the OH-58F coming out of ser-ice beginning around 2025. Given where we are today in ne Army, we may have to keep the Kiowa Warrior—pend-ng Army decisions—in the inventory through 2036 or the mid-2030s. If that is the case, there will need to be some structural upgrades, at a minimum—and that's part of the Armed Aerial Scout decision—in order to ensure that the aircraft is maintainable through the mid-2030s."

COL Lynch summarized the impact of the OH-58F from a user perspective, concluding, "Ultimately, Kiowa Warrior pilots and crew members will be able to perform their mission more effectively, more efficiently and more safely. The improvements in sensor performance provide the ability to detect, mark and engage targets from greater standoff ranges, protecting the crew and aircraft while performing the mission of supporting ground troops." ★

CompanyCommand

Building Combat-Ready Teams

To: Company Commanders
From: Company Commanders

Designing Your World-Class Physical Fitness Program

If you were starting from scratch and had total control with no constraints, what would your company physical training (PT) program look like? Members of the CompanyCommand forum have been energetically discussing this question. Listen in to the conversation with a vision for growing an exceptional, combat-ready unit.

Field Manual 7-22 *Army Physical Readiness Training*

"Full spectrum operations place a premium on the Soldier's strength, stamina, agility, resiliency, and coordination. Victory—and even the Soldier's life—so often depend upon these factors. To march long distances in fighting load through rugged country and to fight effectively upon arriving at the area of combat; to drive fast-moving tanks and motor vehicles over rough terrain; to assault; to run and crawl for long distances; to jump in and out of craters and trenches; to jump over obstacles; to lift and carry heavy objects; to keep going for many hours without sleep or rest—all these activities of warfare and many others require superb physical conditioning."

James Bithorn
A/1-506 IN

My program would start off with instruction. This would focus on body types, nutrition, how to prepare the body for exercise, exercise form and goal setting. From there, we would establish what we want the PT program to do for us—for example, support individual-to-collective tasks and help the company reach certain goals. We would build both short- and long-range PT calendars to reflect said goals. I believe in providing guidance and solid intent and then holding subordinate leaders accountable to build and execute their plans. I'm a big believer in two-a-day sessions at least three times a week. I would alternate morning sessions between cardiorespiratory endurance one day—a mix of medium-distance running (no more than three to five miles and not in a formation) and high-intensity sprint workouts (like Hal Higdon)—and functional fitness (like CrossFit) with a strict focus on good form on the alternate days. For the afternoon sessions, there would be instruction on strength training and Olympic-style lifts. The workouts need to be progressive and logically sequenced (e.g., no squats the afternoon preceding a morning five-mile run). I believe combatives and "combat" PT have a place here as well—these can easily be integrated into one of the morning sessions.

George Hernandez
A/187 OD and B/4-10 IN

First, everyone would get a functional movement screen to assess fundamental movement patterns. In my experience, most Soldiers can't stand straight-legged and touch their toes, and most can't hold a full heels-on-the-groun squat for more than a minute (that's if they could get int that position in the first place). Movement first, the strength. If you can't move well, you're eventually going t get hurt. Then, like the periodization model in the Army PRT and in accordance with the ARFORGEN cycle, I woul use my first cycle for strength training, focusing on th squat, deadlift and shoulder press and their Olympic li variations (push presses, cleans, power cleans). This cycl would be three days of lifting and two days of mobility wor to recover from heavy lifting. I would keep track of my guy numbers and ensure they increase their training load a every session (or deload them if they hit a peak). Towar the end of that cycle, I would add some short, 5–12-minut CrossFit-type exercises focusing on good form and inter sity. The final cycle would be more combat-focused. This the cycle where I would add boots and kit, but only if th boots were the softer-soled types and my guys understoo good running mechanics and assuming that the strengt phase adequately prepared them for training with that load

Ronald Henderson
B/71 Transportation BN (Past CDR)

I would use the National Academy of Sports Medicine integrated training model. It's similar to PRT except yo remove the idiocy of formation. This is the best way to ad dress the "every Soldier" approach if you are doing con pany PT. Building from this model, you would transitio (12 weeks later) into CrossFit principles in your PT. It's a about functional fitness, not beach bodies.



Noncommissioned officers conduct Climbing Drill 1 in accordance with Army physical readiness training standards.

Jonathan Holm
A/3-16 FA & HHC/2-8 IN

We are not training for marathons, Mr. Universe or the rossFit Games; we are training for combat. We know what mbat looks like, so why wouldn't our physical training pro- am mirror it? Train as we fight! First, our uniform would be e combat uniform: ACUs, quality boots, body armor. All run- ng would be done in kit. We don't expect to run five miles at eight-minute-mile pace in PT uniforms while in combat, so ny do we spend so much time in garrison doing just that? e do sprint in combat—often while carrying stuff—so let's shuttle runs with five-gallon water or ammunition cans, ddy carries, etc. I would include climbing drills in kit and ck marches. The only in-formation runs I would do would e for morale and unit identity building before block leave, af- r a successful mission or training exercise, or the morning efore a dining in or patron saint ball. Periodic unit runs like at can be useful for building upon good morale.

Eric Williams
B/3-11 IN

I am an advocate of Army PRT. In my experience, it pro- des consistent results and takes into account the physical adiness of a large demographic of people. Currently, I'm a mpany commander at the Federal Officer Candidate chool at Fort Benning, Ga. My company receives both in- rvice enlisted Soldiers and college-option Soldiers directly m BCT. The candidates that we receive from BCT are of- n in better physical shape and score higher on the initial rmy PFT than the in-service Soldiers we receive from the perational force. The current class that I have going through ad an initial Army PFT average of 271, and after six weeks doing PRT, we raised the company average to 283. We do t do anything extreme; we just execute the BOLC-A tough- ning-phase activities outlined in FM 7-22 *Army Physical eadiness Training* during PT every morning (with Tuesday et aside for combatives and Sunday off). A great place to ew information on PRT is www.armyprt.com. This website lps lay out a PRT plan that will fit any type of unit at any hase in the ARFORGEN process.

David Feltwell

I am a physical therapist and work at the Army's PRD, which is the proponent office for Army PRT. I'm also a keen Ironman distance triathlete, so if I had no limits, I'd swim, bike and run all day! I doubt that many in the formations I train now would survive a week, which is why we have doctrine to set limits and direct physical training. Therefore, from my perspective, it's great to hear about the positive effects of the Army's PRT as outlined in FM 7-22. PRT has been approved by the Army because it has been repeatedly validated in peer review and practice to improve Soldier physical performance while controlling for injury. No other program does that. If people want to roll the dice and take their chances with other commercial or nonstandardized programs, good luck. They'll need it. Most company commanders are not experts in physical training. PRT provides the risk mitigation strategy to get your formations ready for any event. So far, not many can do everything in the book—it's too hard.

Jason Wayne
A & HHC/1-503 IN

The drills and exercises in FM 7-22 may be especially effective for initial military training. They are also boring. FM

CompanyCommand Glossary

ACU- Army combat uniform
AIT- advanced individual training
ARFORGEN- Army force generation
BCT- basic combat training
BOLC- Basic Officer Leaders Course
FM- field manual
METL- mission essential task list
MFT- master fitness trainer
MOS- military occupational specialty
NATA- National Athletic Trainers' Association
OSUT- one station unit training
PFT- physical fitness test
PRD- physical readiness division
PRT- physical readiness training
RAW- Ranger, Athlete, Warrior

7-22 tells us that "an essential quality of the PRT leader is enthusiasm." Frankly, I don't get inspired doing Conditioning Circuit 3 or the Guerilla Drill. I'm not sure many of my Soldiers do either. Army Regulation 350-1 *Army Training and Leader Development* directs us "to decentralize responsibilities for determining unit training requirements to the unit commander, who is best postured to analyze the unit's mission." The same regulation tells us that we should follow the principles of exercise in FM 7-22, but that unit METL should be the driving force as we design and tailor physical training programs.

With that in mind, there are a lot of proven functional movements out there beyond what is in FM 7-22. George Hernandez brings up a great point about CrossFit. Imagine if every one of your team leaders had a workout log for their Soldiers that recorded their CrossFit Total (or something like it) and benchmarks for specific functional fitness workouts. Add standardized, combat-focused benchmarks, too: sprints in full kit, carrying heavy weight over a long distance, climbing walls/ropes, etc. Then evaluate your Soldiers on the benchmarks every couple of months, and work with your team to develop goals for improvement and a plan to progress. Imagine looking at a team leader's counseling packet and having a conversation about PFC Snuffy, who has really weak upper-body strength but can run like a jackrabbit. You could actually look at what the team leader was doing for PT, how well his Soldiers were performing, then provide some coaching on how to improve Soldier performance based on examining the actual plan the leader was executing.

James Mirando
B/71 Transportation BN (Current CDR)

I would get onto the Rogue Fitness website and order everything possible for a CrossFit/high-intensity workout gym. Each platoon would get at least four rigs with bumper plates, kettle bells, TRX, rings, wall balls, slam balls, pus sleds, rowers, Schwinn Airdynes, box jumps, etc. I woul cut out long-distance running. Everything would be high in tensity. I would base my workouts around CrossFit/Ignit 360/Military Athlete.

Kenneth Ward
HHC/2-82 AV

My program would include a long-term plan, clearly de fined goals and orderly progression. Too often, PT devolve into just "cramming" for a short-notice PT test or just show ing up and doing what the leadership feels like that da Progression and building allow you to grow Soldiers beyon

Thoughts on Designing Unit PT Programs

1. Based upon the unit METL, set specific, measurable, attainable, relevant and timely (SMART) goals.
2. Assess a Soldier's current status and design a comprehensive periodized training plan to achieve METL tasks.
3. Execute the base (initial conditioning) phase. Some Soldiers—even those coming directly from AIT/OSUT—may be past this phase already. Provide appropriate and timely instruction; ensure exercise regularity; reassess status.
4. Execute the build (toughening) phase. Provide systematic progression with appropriate rest/recovery until you achieve your goals; reassess status.
5. Execute the maintenance/sustain phase. Generally increase intensity and recovery while reducing volume; reassess status.

— Dr. Whitfield East, U.S. Military Academy Department of Physical Education



Soldiers taking the master fitness trainer course learn the proper execution of physical readiness training (PRT) exercise "the Forward Lunge." Eric Williams believes PRT "provides consistent results and takes into account the physical readiness of a large demographic of people."



Soldiers at Fort Irwin, Calif., perform "the lateral," which is part of Military Movement Drill 1. The drill also includes verticals and the shuttle sprint, with the exercises performed at 25-yard intervals.

hat they can currently achieve. Most Soldiers never run rther than four miles in 36 minutes, but with a long-term an and a little inspired leadership, they can achieve more an they ever thought possible. One technique to galvanize mmitment—for example, with running—is to find a local lf-marathon a few months away, or field an Army Ten-ler team, and train for it through a progressive training ogram that builds over time. I'm sure similar programs uld be developed around other strength training or MOS-lated goals.

Nathan Wike
HHC/210 BSB

Without a doubt, I would incorporate functional fitness ograms such as CrossFit, Insanity and P90X. Such pro-ams are easily executed with materials on hand, can be long or short as the leaders desire, and share a common al and mind-set of preparing Soldiers for any eventual-—they specialize in not specializing. In the real world, oldiers should be able to run, sprint, climb, jump, swim d lift twice their body weight while wearing full armor. uch tasks will never be easy, and there is no silver-bullet ogram to prepare for them. Regardless, it is our responsi-ity as leaders to implement programs that are efficient, ef-ctive and able to exploit Soldiers' potential.

David Rolen
F/705 MP

I would start by getting rid of traditional PT, like the raight push-up, sit-up and run combination. No forma-ns. How many of us survived a year at a time deployed th only two to three formations the whole year? Why can't e do that in garrison? Formation times begat the "15 min-es prior to the 15 minutes prior" debacle, and PT forma-ns give the 1SG the chance to pull people for details. Lots coffee and standing around prior to formation is Soldier ne wasted. I would define a baseline goal for the unit in terms of PT—something I can measure, like the bench-marks others mentioned. I would focus on team- and squad-level tasks, which are as close as possible to the types of things that teams or squads will need to do in com-bat (and which will be different based on MOS). Some tasks are the same, such as litter carry, but some vary, such as running a quarter of a mile of wire or changing track pads. Figure that out in a collaborative fashion with a lot of input from the unit and focus on the lowest levels. Give the unit a month to practice and then test the unit.

David Feltwell

If it were my unit, I would still do PRT for all the effects de-sired in the conversation so far: sprints, sustained runs, hill repeats (up and down), kettle bells, climbing drills, in gear and under load, light on equipment and geared to all abili-ties, and supplemental drills such as dumbbells and medi-cine balls. Then there are all the climbing drills in full kit, the soldier carry, shoulder rolls and all those other combat-spe-cific moves. Just to be clear, the PRT system includes com-

Physical Fitness Principles

Exceptional commanders design their PT programs with proven principles in mind. The Army has long ap-plied seven principles of fitness, the "PROVRBS," which are consistent with guidance from the National Strength and Conditioning Association:

Progression; Regularity; Overload; Variety; Recov-ery; Balance; Specificity.

The new FM 7-22 *Army Physical Readiness Train-ing* simplifies these fitness principles into three: Preci-sion, Progression and Integration. Many commanders also apply the FITT principles: Frequency (how of-ten?), Intensity (how hard?), Time (how long?) and Type (what type of exercises?).

batives. The fact is that we, as Army leaders, operate with constraints and to standards. Try telling senior NCOs that there are no standards to a program! Try training Soldiers to do physical activities that build readiness without a guide on how to do that throughout their careers. If you want to know how to do that, I recommend sending as many of your leaders as possible to the Army's new MFT course.

Carla Getchell
138th Signal Company, KY Army National Guard

As a National Guard commander, I have the special challenge of seeing my Soldiers, on average, only two days a month. In order to promote fitness as a lifestyle and incentivize regular compliance with a physical fitness program, I would issue digital devices that passively track and record their physical activity. Devices such as Jawbone's UP wristband or the Fitbit One clip-on coupled with a smartphone or computer allow Soldiers to do just that, and they have the added option of manually adding their caloric intake. Incentives could come in the form of contests. Moreover, as a commander, I have the authority to dock them a half-day's drill pay for unsatisfactory participation—independent of duty day—without negatively affecting their benefits. This would give me the ability to enforce a physical fitness program with better tracking ability throughout the month.

Michael Pachucki
E (FSC)/2-8 IN

First, I would invest in the right equipment: Olympic bars, bumper plates, kettle bells, bands, sandbags and plyoboxes. I would conduct a functional movement screen on every Soldier in the unit. If you don't have a degree in exercise physiology or sports medicine, sit down with a physical therapist and/or NATA board-certified athletic trainer and group the Soldiers with similar deficiencies. (My belief is that every battalion should have a certified athletic trainer as part of the battalion aid station.) This information allows you to create a different plan for each group depending on areas of muscle weakness and tightness.

Next, I would conduct a one-to-two-week teaching phase of basic body movement and mechanics and teach the fundamentals of the squat, deadlift, kettle bell swing, overhead squat and overhead press. The program would be periodized and incorporate muscular endurance and strength. I agree that the focus of PT sessions should be geared toward combat; however, in order to prevent injury, you need to work up to wearing full kit and combat boots. Once that level of fitness has been achieved (preferably a minimum of two to three months prior to deployment), then combat PT should be the norm.

All PT sessions should incorporate a warm-up (draw upon parts of PRT, RAW, Military Athlete, CrossFit, etc.). The bottom line is that the warm-up should prepare your body to move, especially the muscle groups and movements that you will be doing in the workout. Start broad and get more specific toward the end. Following the warm-up, there should be a teaching portion in which the movements of the workout are explained and demonstrated with prope technique. Each Soldier performs a few repetitions to er sure proper movement. Then comes the workout. Followin the workout, there should be a cool-down phase to help re duce heart rate and body temperature and improve flexibi ity (foam roller, active/passive stretching, etc.).

Finally, I would have nutritional training as an integral pa of the program. A favorite quote of mine is, "You can't ou snatch a donut." Without proper nutrition, you will neve reach your full potential.

Eric Gust
B/2-82 FA

If I had total control in designing my PT program, the fir thing I would do is focus on my leaders. I would establish higher standard for them. I would challenge, equip and inspi them to lead by example in all areas, and most certainly in P With higher rank comes more responsibility, and that shou include physical fitness, especially in green-tab positions.

* * *

Thanks to everyone who has contributed so far to th conversation about world-class physical fitness. We invi company commanders to visit the "Fitness" topic area in th CompanyCommand forum, where they can share their e periences, tap into the ideas of others and advance the pr fession. If you are a currently commissioned officer, pleas jump online and contribute your thoughts and stories http://CC.army.mil. Together, we are becoming more effe tive leaders, and we are building more effective units!

Company commanders: Please join us in the new-and-improved version of our online professional forum to continue the conversation: http://CC.army.mil.



Soldier Armed

Black Hawk Update

By Scott R. Gourley

omprising more than 50 percent of the U.S. Army's helicopter fleet, e UH-60 series Black Hawk heli-pter plays a critical role in nearly all my operations at home and abroad. e fleet currently includes a mix of H-60A "Alpha," UH-60L "Lima" and H-60M "Mike" model aircraft. The ge fleet size provides an excellent presentative example of planning d executing system modernization ivities in support of numerous rfighter roles and missions.

According to COL Thomas Todd, S. Army project manager for utility licopters, ongoing produc-n and fielding efforts for the Mike" model are "progress-g nicely" under the current ultiyear production contract th Sikorsky Aircraft Corpo-ion.

"For the Army's 'Mike' in-ntory … we've actually pro-ced more than 500 aircraft hen we include those manu-ctured for foreign military es [FMS] customers and the S. Navy, both of which are rt of our contract as well.

"We're really trying to take re of our soldiers. If you ink about what we do here the Black Hawk project anagement office, we essen-lly utilize the Black Hawk to uip the soldier. There are a of different ways to do that, t we do it through the ma-riel development of heli-pters."

The Army Black Hawk fleet rrently numbers approxi-ately 2,000 platforms and is aring the total acquisition jective of 2,135 aircraft, hich COL Todd expects to ach in 2014. The total fleet quantities include an operational readiness float account, which is used to replace any wartime aircraft losses.

"We have roughly 800 'Alpha' models that are essentially nearing the end of their airframes' useful lives," COL Todd said, "so I expect to see that when we reach our acquisition objective, the U.S. Army will begin divesting those 'Alpha' models at exactly the same pace that we produce 'Mikes' to replace them. The one thing we don't want is excess inventory. Our real goal will be to see if [the 'Alpha' models] can be utilized anywhere else in DoD or the government first. If not, we will certainly offer those to the marketplace."



U.S. Army/CPL Tim Oberle

UH-60 Black Hawks with the 2nd Assault Battalion, 2nd Aviation Regiment, 2nd Combat Aviation Brigade, move howitzers during a combined mission in South Korea.

When asked about operational observations on performance in theater, COL Todd said, "The 'Mike' model aircraft has enabled our soldiers to do things that they never were able to do with Black Hawks in the past—operate in environments where they were never able to operate in the past—and do so in a manner that is safer than in the past.

"With the 'Mike' model's digitized cockpit, we are able to operate in a significant amount of 'obscurants' in very close proximity to terrain, like the mountains in Afghanistan. They may encounter bad weather or brownout conditions, but the digitized map they have provides them with situational awareness so they can operate within one-foot accuracy."

Turning to fleet plans for the next two to five years, COL Todd reiterated that the program is currently around the midway point in its multiyear production contract, which is slated to run through fiscal year (FY) 2016. Longer-range plans beyond FY 2016 project another multiyear production award, although budget uncertainties could certainly affect the scope of that effort.

"We're producing aircraft for the Army at a rate of 60 to 70 per year, with additional quantities for FMS customers and other services. The real importance of [continued production] is meeting our goals in areas like the medevac fleet. The Army certainly looked to build up that fleet, and we increased the size to 15-ship companies. With the state-of-the-art 'Mike' model capabilities, those aircraft are able to get in and pick up patients where they were not able to before."



A UH-60A Black Hawk from Charlie Company, 2nd Battalion, 104th Aviation Battalion (General Support), West Virginia National Guar provides support to medical personnel of the 28th Combat Support Hospital during a training exercise on Fort Bragg, N.C.

Asked about new technologies that could be incorporated into future multiyear awards, COL Todd said, "We're looking very hard at the first set of changes that users have asked us to make to the baseline 'Mike.' Specifically, it has to do with tactical GPS [global positioning system] improvements and operating in controlled airspace. We have to take advantage of the full capability that we have onboard this aircraft. By doing so, we will be able to provide an aircraft that can do tactical GPS approaches in all weather environments down to a particular grid point where they are told to either pick up a casualty or to insert or extract troops. We feel very confident that we are going to be able to give them a software drop of that capability using what we call global air traffic management, which will give them the capability to operate with extreme precision in controlled airspace both internationally and here at home."

Summarizing his message to warfighters about the Black Hawk within Army Aviation, COL Todd stated, "Number one, the Utility Helicopters Project Office certainly views the warfighter as the centerpiece of everything that we do here. We look forward to meeting their expectations of Black Hawk in the short term. More importantly, we look forward to their use of the capabilities that we provide—and our learning through what they do with Black Hawk on the battlefield. One of the most rewarding aspects of our effort is that we will give a baseline capability to a relatively young group of aviators and crewmen, and they will do things with it that we never dreamed were possible. We plan to continue taking their feedback and making improvements so that they are never left with stagnant technology. We're in a technological age. We have an aircraft that is basically 'flying software,' and we know that it is incumbent on us to keep up with the pace expected of us by tactical unit commanders.

"One of the things that makes Black Hawk unique is that we have a mission both abroad and at home," COL Todd said. "Whether we are an Army at war or an Army preparing to go to war, the Black Hawk is utilized for disaster relief, medical evacuation, general logistics support and other mi sions. It's a unique fleet. We're ver proud of that heritage, and we loo forward to continuing that heritage service to the nation into the future.

"We're also extremely proud of th fact that other branches of military se vice and government agencies rely c the Utility Helicopters Project Office be a Black Hawk center of excellenc Although we are not designated as joint project office, we view ourselv as the lead. One service may lead one regard, but other services gain a vantages from the work that was don Along the way, we've gained a lot benefits across the services. We a thankful for those relationships th have been established over the yea and we look forward to continuing keep them."



A UH-60 Black Hawk crew chief with the 1st Air Cavalry Brigade, 1st Cavalry Division, conducts preflight checks at Camp Marmal in Afghanistan.

Reviews

The Nuances of Policymaking and Waging War

te of War: The Political Economy of American Warfare, 1945–2011. *Paul A.C. Koistinen. University Press of Kansas. 424 pages; appendices; black-and-white photographs; index; maps; notes; glossary of abbreviations; $39.95. Publisher's website: www.kansaspress.ku.edu.*

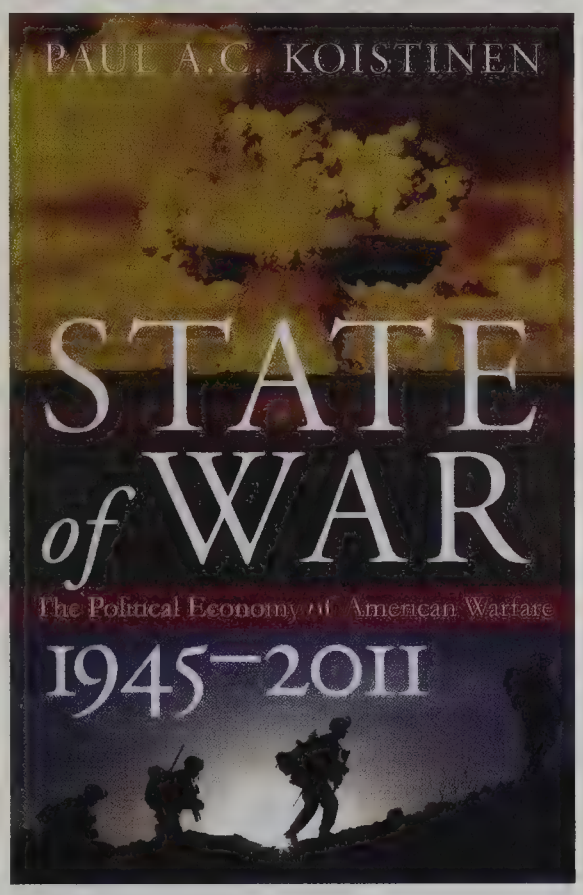
By COL Gregory Fontenot
U.S. Army retired

Professor Paul A.C. Koistinen's *State of War* is not for the casual der, but it is a must for the serious ofessional soldier. The book will m provocative—perhaps even irri-ing—to some career soldiers who l that large forces are necessary and t the defense budget provides gh-quality forces at the lowest cost. istinen takes a distinctly left-of-cen- view in regard to these matters, t makes a compelling case that we end too much for what we get—and t much of what was spent in the st was unnecessary.

State of War is the fourth volume in a ies that has consumed much of istinen's professional life. In these rks, he examines the political econ-y of American warfare since 1606. istinen studied the United States' bilization of resources through po-cal, military and economic institu-ns in order to wage war. He exam-es this political economy and the pacity to mobilize resources in four ferent ways: "the level of maturity of e economy … the size, strength and pe of the federal government … the aracter and structure of the military rvices … and the state of military hnology."

Koistinen also analyzes the societal ationships between the services and ilian authority. *State of War* is the re-lt of meticulous scholarship. In this lume, he focuses his analysis on the nomy, the executive branch of gov-nment, civil/military relations and weapons technology.

His criticism of government is convincing. Although he is critical of the George W. Bush administration, his views about the sainted John F. Kennedy are not tinted in rosy hues either. Koistinen accurately describes President Kennedy as ardently anti-communist in his early days. Koistinen does appreciate that President Kennedy



thought poorly of the military leadership and thus ignored their advice. It is a good thing that Kennedy ignored the military chiefs with respect to the Cuban missile crisis.

He extends this argument beyond the Kennedy administration and criticizes the officer corps as having become far too uniform in their collective outlook. His argument that the services have wrestled with the civilian authorities through surrogates, including the defense industry, is also true. Koistinen, however, fails to make a convincing argument that the civil authority has—or has had—a difficult time controlling the military.

His examples are perhaps part of the problem. He singles out only Generals Curtis E. LeMay and Douglas A. MacArthur, both of whom were extraordinary in their own way. In the end, GEN MacArthur lost the debate with the civilian authority when President Harry S. Truman demonstrated exactly how to dispose of fractious generals. Furthermore, it is unclear that either officer posed much of a threat to the Constitution. Indeed, Koistinen contradicts himself in the course of his argument when he notes that Presidents Kennedy and Lyndon B. Johnson either ignored or marginalized their military advisors. To Koistinen, the real danger seems to be that military types are insufficiently deferential to their civilian bosses. As a result, those civilian leaders have found themselves in contentious debates and political wrangling with their soldiers. Whether this amounts to a threat to the Constitution as Koistinen suggests is not demonstrable on the strength of his argument.

This, however, is a persistent theme in American scholarship. Why? Perhaps it stems from the increasing isolation of scholars from soldiers. It may reflect an unseemly—and perhaps treasonous—attitude toward civilians. It may also reflect impressive ignorance and lack of preparation for security policy among those who hold high office.

What is clear is that the military must bridge the gap and do so with due deference. The principled eschewing of things and persons military by academe contributes to the problem that Koistinen describes. It seems possible that we are in danger of doing the very thing Sir William Butler warned about: having our thinking done by cowards and our fighting done by fools.

Koistinen's criticism of Presidents is accompanied by equal and well-conceived criticism of Congress. Presidents, whom Koistinen implies must confront robust challenges from their soldiers, pose just as serious a threat to the constitutional prerogatives of Congress.

According to Koistinen, Congress has failed in its obligation to provide checks on the executive branch of government. This argument will make anyone who served in Vietnam or in the Vietnam-era Army uncomfortable, and should make Congress equally uncomfortable. The executive branch has used and abused Congress, and Congress has abetted that effort.

Koistinen passionately argues—and musters considerable supporting evidence—that the effect of a large military force and advanced weaponry is not a spinoff into the civilian market, as some have argued, but instead is diminished industrial innovation. He claims there are opportunity costs in research and development caused by the United States spending too much on defense, thus stifling investment elsewhere. Equally important, he argues, as investment costs of weapons increased, the number of competing manufacturers declined.

Furthermore, he contends that the number of corporations associated with the defense industry consolidated as their dependence on defense contracts increased. In essence, these corporations became very large and even more focused on defense, and far more aggressive in lobbying for both the services and Congress.

If Koistinen's work makes soldiers uncomfortable—good. Soldiers are instruments of the United States. How forces are structured, staffed and equipped is part and parcel of Koistinen's political economy—a matter that anyone serving in any military service will ultimately confront. The Department of Defense's obligation is not to provide the very best mone can buy, but the very best capabilit for the lowest cost consistent with th security of the United States. Ult mately, Koistinen makes a good cas that the United States paid more tha it should for what it gets. Both thos who serve and those who make polic would do well to read this book, bu they should not confuse the best inte ests of their own institutions wit those of the United States.

***COL Gregory Fontenot**, USA Ret., com manded a tank battalion in Operatic Desert Storm and an armor brigade i Bosnia. A former director of the Scho of Advanced Military Studies and th University of Foreign Military and Cu tural Studies, he is co-author of C Point: The U.S. Army in Operatic Iraqi Freedom.*

'A Fitting Tribute to the Soldiers'

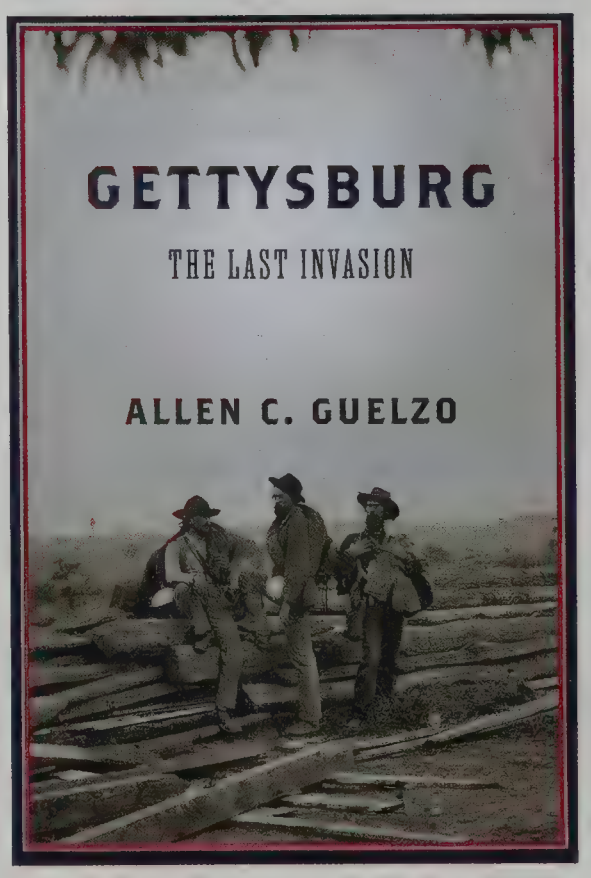
Gettysburg: The Last Invasion. *Allen C. Guelzo. Alfred A. Knopf. 688 pages; black-and-white photographs; bibliography; index; maps; notes; $35. Publisher's website: www.aaknopf.com.*

By COL Cole C. Kingseed
U.S. Army retired

One hundred fifty years after the Civil War, Gettysburg remains the largest battle ever waged on the North American continent. No battle in American history has been more dissected than Gettysburg, and its sesquicentennial has heralded a number of excellent histories. In *Gettysburg: The Last Invasion,* Allen C. Guelzo has produced the definitive history of the battle, which surpasses Edwin B. Coddington's *The Gettysburg Campaign: A Study in Command* and rivals Stephen W. Sears' superb *Gettysburg.*

Guelzo is hardly a stranger to Civil War history. He has written a number of books on the subject, including *Abraham Lincoln: Redeemer President; Lincoln's Emancipation Proclamation: The End of Slavery in America; Lincoln and Douglas: The Debates that Defined America; Abraham Lincoln as a Man of Ideas;* and *Fateful Lightning: A New History of the Civil War and Reconstruction.* Guelzo serves as the Henry R. Luce Professor of the Civil War Era and director of Civil War Era Studies at Gettysburg College.

Guelzo's view of the Battle of Gettysburg is intriguing. He challenges



the interpretation that the America Civil War was the first modern wa The best testimony to that "lack of t tality is the silent witness of places lik Gettysburg, where almost all of th buildings that sat in the path of the ba tle are still here [because] the techno ogy of nineteenth-century warfare was simply too limited to knock the down."

Nor does Guelzo's *Gettysburg* touc on emancipation and the subject African-American agency. Gettysbu "was almost univocally a battle for th Union, and it was made all the more by Lincoln's famous address."

One thing that makes this survey engrossing is Guelzo's portraits of th leaders from both armies. GEN Robe E. Lee emerges from these pages as a "aggressive, temperamental, almo reckless" commander, ready to ri everything to achieve victory. Oppo ing commander MG George G. Mea appears overly jealous of fellow Pen sylvanian MG John Reynolds, but was Reynolds to whom Meade e trusted command of one wing of th Army of the Potomac. In turn, Confe erate corps commander LTG Jame Longstreet demonstrates "the knac rare in the Civil War armies, of kno ing how to 'handle and arrange lar

nbers of troops' [but] his weakness
s a streak of 'obstinacy and self-as-
tion.'"

As to the course of the three-day
ıggle amid the hills of southern
ınsylvania, Guelzo's lucid prose
ıgs the battle to life. Guelzo posits
t it was MG Reynolds who com-
led MG Meade to accept Gettys-
g as the battlefield. By committing
ee infantry corps to battle at Gettys-
g, Reynolds in effect forced Meade
support his wing with the remain-
four corps. Guelzo also claims that
was XI Corps commander GEN
ver Otis Howard, not MG Winfield
tt Hancock, who saved Cemetery
l as the Army of the Potomac's re-
ubt on July 1, 1863.

n addition, Guelzo provides a pro-
cative analysis of the fighting sur-
ınding Little Round Top. Guelzo
nes that in the decades after Gettys-
g, the fight for Little Round Top as-
med a stature almost equal to that of
entire balance of battle at Gettys-
g.

n Guelzo's opinion, the drama of Lit-
Round Top "has been allowed to run
away with the reality." COL Joshua L. Chamberlain's famous bayonet charge was "only one of several such spoiling attacks [on July 2], and Little Round Top was more of an outpost than the real flank of the Union line. Mortality, and the ex-professor's [Chamberlain's] considerable flair for self-promotion, vaulted him ahead of the others" as the savior of Little Round Top.

By far the most engaging portion of Guelzo's analysis is his description of the climactic third day of the battle, known for Pickett's Charge. Guelzo asserts that on the evening of July 2, GEN Lee viewed his prospects of success as favorable due to his near success the preceding day. In contrast, Guelzo portrays MG Meade as a beaten commander who reluctantly agreed to stay only after his subordinates voted to remain on the field.

With respect to the actual attack against Cemetery Ridge on July 3, Guelzo's description is simply unparalleled. His judicious use of maps and explanatory notes increases the drama associated with the South's high-water mark. In summarizing the climactic charge, he writes, "There was already a faint sense in the minds of these soldiers on Cemetery Ridge … that something unutterably vital had just happened, something to be engraved in bronze books and on pedestals of gray granite … something that would make this place a name everyone would recognize without explanation."

Guelzo concludes his study by examining Lincoln's attempts to place the horrific battle in perspective—specifically, his address at the dedication of the soldiers' cemetery atop Cemetery Hill. Guelzo opines that Lincoln had been preparing for that speech all his life.

In short, Guelzo has produced a masterpiece. Ably told by a master historian, *Gettysburg: The Last Invasion* is a fitting tribute to the soldiers who "gave the last full measure of devotion" that this nation might live.

***COL Cole C. Kingseed**, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.*

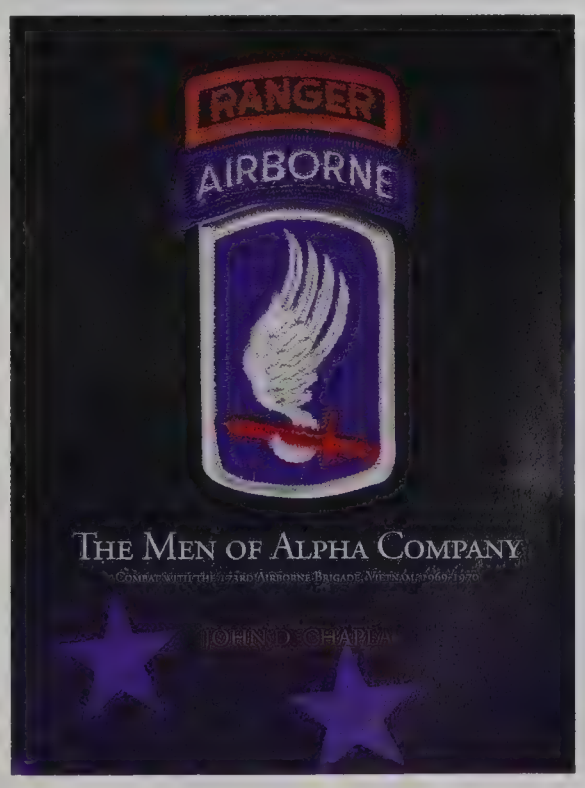
aried Fare

e Men of Alpha Company: Combat with the 173rd Airborne Brigade, Vietnam, 1969–1970. *John D. Chapla. Lulu Publishing Services. 136 pages; color photographs; $50. Publisher's website: www.lulu.com.*

As the nation's collective memory of guably our most controversial war des, so, too, do the memories of ose who served. The task now is to oture their experiences before it's o late. Every Vietnam veteran has a ry to tell. Some are heartwarming, me are heart-wrenching; all are dif-ent and important to understanding ose who served; and all are in need telling.

John D. Chapla's new book, *The n of Alpha Company: Combat with the 3rd Airborne Brigade, Vietnam, 1969–70*, is an excellent telling of the story life—and, sometimes, death—of a all group of American infantrymen in Vietnam. It is a much needed addition to the body of knowledge about America's longest war.

For anyone under the age of 40, the Vietnam War is simply something in American history that happened a long time ago. Most of what they know about the war was taught in high school or seen in the movies. The war, as all wars are, was about heroism and valor; great and not-so-great leaders. For this group, Vietnam fits in the broad category of American military history—ancient history at that.



What started off as a project to explain Chapla's combat tour in the Vietnam War to his family—and why it was both the best and the worst year of his life—will now help both the current and future generations understand the men behind the photos in the history books; the combat soldiers whose mission was to close with and destroy the enemy; and the infantrymen affectionately referred to as grunts. Referring to the hardships caused by the terrain and weather, Chapla writes:

> Only the grunt, the infantryman, who puts his foot, or knee, or belly, or butt down on every square inch of ground across which he walks, runs, crawls,

> and rests in every degree of heat or cold, of rain or desert, on flat land or in the steepest mountains and thickest jungles, truly understands and experiences, physically and mentally, the challenge of surviving and overcoming such enemies.

Chapla revisits his years as a Reserve Officers' Training Corps cadet and initial training as a newly commissioned Army officer; his story up to this point in his adventure is not unique. This is something every young combat arms officer experiences. This training has changed little over the years, and it served LT Chapla well as an infantry platoon leader in combat. His singular story begins the day he stepped off the aircraft halfway around the world in a place called South Vietnam.

Alpha Company was, just like every unit in Vietnam, composed mostly of draftees. Unlike the typical Army unit of the Vietnam era, however, Alpha Company was an airborne unit. Every member of the unit, both enlistees and draftees, had volunteered for and successfully completed airborne training. They were paratroopers and members of the elite 173rd Airborne Brigade.

This is not a romanticized war story. It's not about winning the war or some lofty goal. It's about the human dimension of war. It's about a small group of American soldiers doing their duty in an inhospitable environment and trying to survive. There are indeed tales of valor and bravery, but it is also about drug and alcohol abuse, pettiness, and just plain stupidity.

Memories gradually grow faint and disappear, but the story of *The Men of Alpha Company* will live on for future generations. I hope it will inspire other Vietnam veterans to tell their stories.

The Men of Alpha Company is a great story made even better because it is a true story told by someone who was there. It has something for everyone: a well-illustrated, easy-to-read book that will appeal to both professional and amateur historians, and anyone just looking for a good story. It should b recommended reading for this gener tion of soldiers.

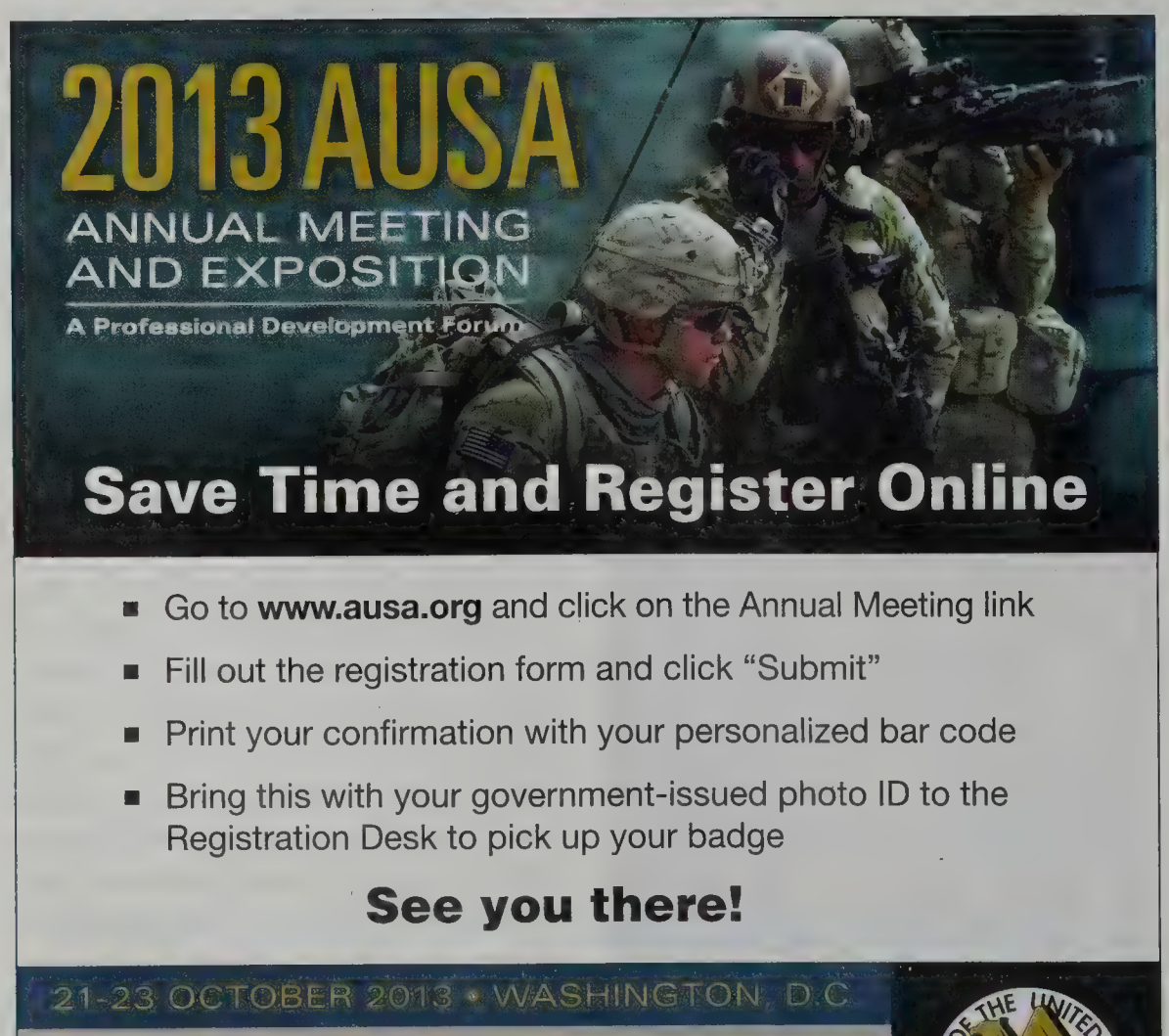
—CSM Jimmie W. Spencer, USA R

The Papers of George Catlett Ma shall, Volume 6: 'The Whole Wor Hangs in the Balance,' January 1947–September 30, 1949. *Edited Larry I. Bland, Mark A. Stoler, Share Ritenour Stevens and Daniel D. Ho The Johns Hopkins University Pres 880 pages; photographs; maps; notes; i dex; appendix; glossary; $90. Publishe website: www.press.jhu.edu.*

"The more I see and talk to him President Harry S. Truman wrote early January 1947 upon his nomin tion of George C. Marshall as Secreta of State, "the more certain I am th he's the great one of the age." The six volume of *The Papers of George Catl Marshall* quickly reveals why and va dates Truman's assessment that Ma shall was the extraordinary soldie statesman of his generation and qu possibly of the entire 20th centu Marshall's two years as Secretary State, from January 1947–January 19 mark one of the most pivotal perio in the foreign policy of the Unit States. In Marshall's words, "There no doubt in my mind that the wh world hangs in the balance."

Unlike the previous volumes in th series, which examined Marshall's m itary career culminating as Army Ch of Staff during World War II, this v ume focuses exclusively on Marshal tenure as Secretary of State, follow by his retirement and recovery af surgery from January to the end September 1949.

Under the able editorial supervisi of Mark A. Stoler, emeritus professor history at the University of Vermont Burlington, this volume reproduces 4 documents from the archives of Sec tary Marshall. Stoler, who replaced t late Larry I. Bland, project director a editor of the Marshall Papers, in 20 assembled a brilliant team of histori and archivists to continue working the project. Daniel D. Holt served project director/managing editor, a Sharon Ritenour Stevens continued her capacity as associate editor.





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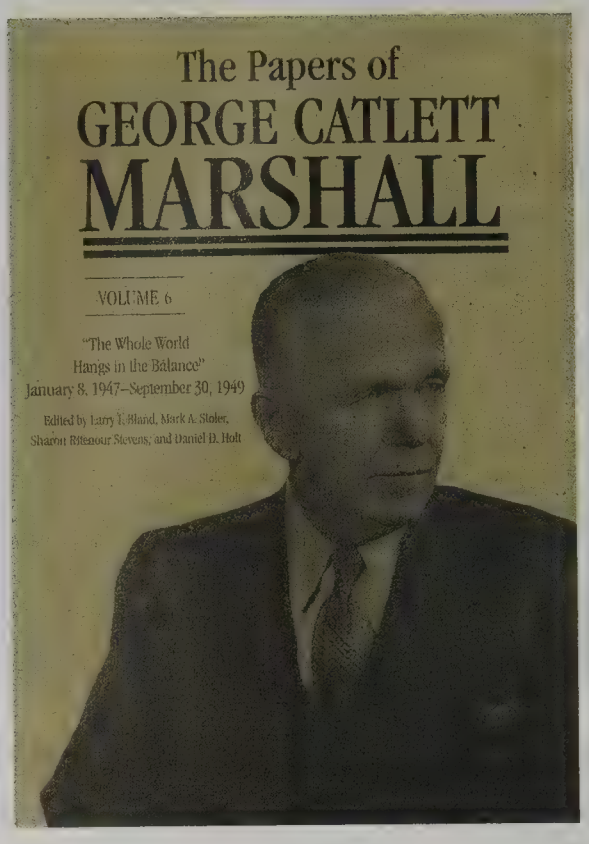
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In addition to the editorial comments that embellish the individual documents, Stoler and his team have included a detailed chronology that covers Marshall's tenure as Secretary as well as his period of convalescence. What is most evident from this chronology is the close association Marshall enjoyed with President Truman. A separate appendix also lists the published proceedings of hearings at which Marshall testified before various congressional committees from February 1947 to August 1949.

Using Marshall's own words, Stoler and his team divide this volume into five chapters. Each examines a critical phase during Marshall's term as Secretary of State. The first chapter addresses the first six months of Marshall's tenure, a period in which Marshall describes himself stepping "from the frying pan into the fire." The second chapter examines Marshall's support of the European Recovery Program, more commonly known as the Marshall Plan. As Marshall said at the Governors' Conference on July 14, 1947, "This country now stands at a turning point in its relations to its traditional friends among the nations of the Old World." For his efforts in promoting European recovery, *Time Maga-*



zine selected Marshall as Man of the Year for 1947, an honor that he had previously been awarded in 1943.

In 1948, the Soviets initiated the Berlin blockade. Marshall found himself in "the difficult position … of being constantly under the crossfire of congressional committees and the continual subject of congressional debates." Speaking before the United Nations General Assembly in Paris on September 23, Marshall reiterated Truman's policy of containment and of not compromising essential principles: "Unde no circumstances [will we] barter awa the rights and freedoms of other pe ples. We earnestly hope that all mem bers will find ways of contributing t the lessening of tensions and the pr motion of peace with justice."

Marshall's resignation as the Pres dent's top diplomat coincided wit Truman's January 1949 inauguratio Having undergone successful surge to remove his right kidney the previo December, Marshall hoped to "reap t benefits of being a free agent." H hopes proved short-lived, as illustrate in the final chapter of this volume. N sooner had Marshall recovered fro his surgery than he accepted the po tion of head of the American Red Cro in September 1949.

The edited volumes of Marshall papers have always enjoyed the rep tation for superb editorship and cla ity. Stoler and his team deserve crec for maintaining the high quality of t previous five volumes. Readers an iously await the seventh—and final volume in the series, which will a dress Marshall's tenure as Secretary Defense and the eight years of his r tirement until his death in Octob 1959.

—COL Cole C. Kingseed, USA R.

Briefly Noted...

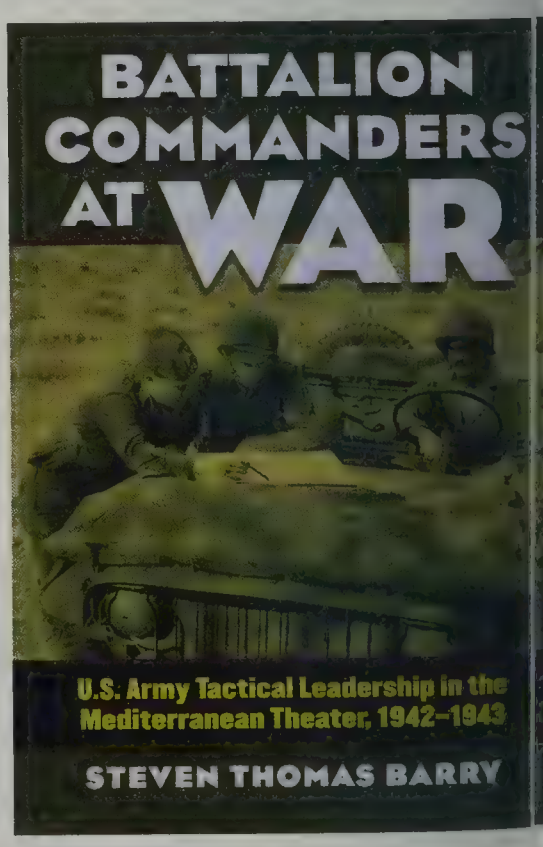
Battalion Commanders at War: U.S. Army Tactical Leadership in the Mediterranean Theater, 1942–1943. *Steven Thomas Barry. University Press of Kansas. 268 pages; bibliography; black-and-white photographs; index; maps; notes; $34.95. Publisher's website: www.kansaspress.ku.edu.*

Many military historians view the Mediterranean Theater of Operations (MTO) in World War II as something of a training ground, as many of the Regular Army battalion-level leaders in that theater were thrust into battle with little to no previous combat experience.

In *Battalion Commanders at War*, Steven Thomas Barry argues that battalion-level leadership was a significant component of success in the MTO.

This carefully researched book tells of the professional experience and training of officers who served in campaigns in North Africa and Sicily. Barry examines their prewar experiences to assess their strengths in combat: professional military education (unit training and commissioning), personal factors that shaped the officers' lives and strengthened resilience, and their ability to apply the Army doctrine they learned in training to real-life combat situations.

Barry's assessment does not attribute success solely to these battalion-level leaders but instead explains how victory would not have been possible if their unique styles of leadership had not allowed infantry and armored forces to be as tactically functional as they were. *Battalion Commanders at War* is one of the few studies to touch on this subject and embraces the value f professional military education.



AUSA Sustaining Member Profile

Contact! Corporation

Corporate Structure—Founded 1997. CEO: Tim Price. Primary Contact: Gary Groah. Headquarters: 1818 Roberts St., Winchester, VA 22601. Telephone: 540-722-8716. Website: www.contactcorp.net.

Contact! Corporation provides user-friendly, lightweight, telescopic mast systems to the military and emergency and first responder services. Contact—an ISO 9001:2008-certified engineering company—is a systems integrator and the North American distributor of telescopic masts manufactured by Cobham Mast Systems (CMS) of Finland. Contact, which designs, fabricates and integrates complete tactical and transportable mast systems based on patented bracket technology and CMS products, is the North American distributor for CMS' EX, EXB and EXL composite telescopic masts.



CMS masts are available in heights up to 50 meters (164 feet). CMS and Contact also manufacture tailor-made masts to meet customer requirements. CMS' lightweight masts meet the most demanding requirements of mobile, tactical and transportable communication systems. The masts are applicable to areas such as defense, hailing systems, tactical communications, surveillance, geodetic surveying, radio and TV broadcasting, emergency response, and temporary illumination. Every mast and guy assembly is designed for safe, quick and reliable operation. Each is manufactured to perform almost anywhere, including arctic, tropical and desert environments. Contact has delivered several thousand telescopic masts to the U.S. government and the U.S. armed forces.

Contracts for U.S. Army Programs

Contact has been awarded multiple contracts to supply variants of its tactical mast trailer (TMT) for U.S. Army programs. The contracts call for TMT trailer-mounted, 30-meter (100-foot) mast systems for multiple high-profile Army programs. The 30-meter TMT is a privately developed, commercial off-the-shelf tactical mast trailer system based on the Army's standard model lightweight trailer.

The system includes a 30-meter, quick-erect telescopic mast, tactical quiet generator, power distribution system and many other significant features that allow for its safe, efficient and user-friendly operation. The 30-meter TMT system can safely deploy on sloping ground and endure 80 mph winds. It is fully compliant with MIL-STD-810F standards.

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The high-performance, user-friendly EX telescopic masts are used for light and medium weight payloads at heights up to 100 feet. These telescopic masts extend using a mechanical winch and hoisting belts. A separate hoisting belt is used to extend each section so that all sections extend simultaneously. With their highly effective deployment accessory kits, these masts are very quick and easy to set up in less than 15 minutes with a two-person crew. Most can be deployed by one person. EX masts are made of carbon- and glass-fiber composite material and are easily rotatable by 360 degrees. The masts can be supplemented with a wide selection of mounting kits for vehicles and shelters.

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Pacific Partnership. A paratrooper from the 50th Independent Parachute Regiment of India watches for activity as his unit moves into a military-operations-in-urban-terrain site at Fort Bragg, N.C. The paratroopers and soldiers from India's 5th Gurkha Rifles participated in a two-week exercise at Fort Bragg with American soldiers from the 3rd Battalion, 73rd Cavalry, 1st Brigade Combat Team, 82nd Airborne Division. The annual command post and field exercise was named Yudh Abhyas 2013, and it was sponsored by U.S. Army Pacific as part of its partnership program. The article about Yudh Abhyas 2013 will appear in next month's ARMY Magazine.



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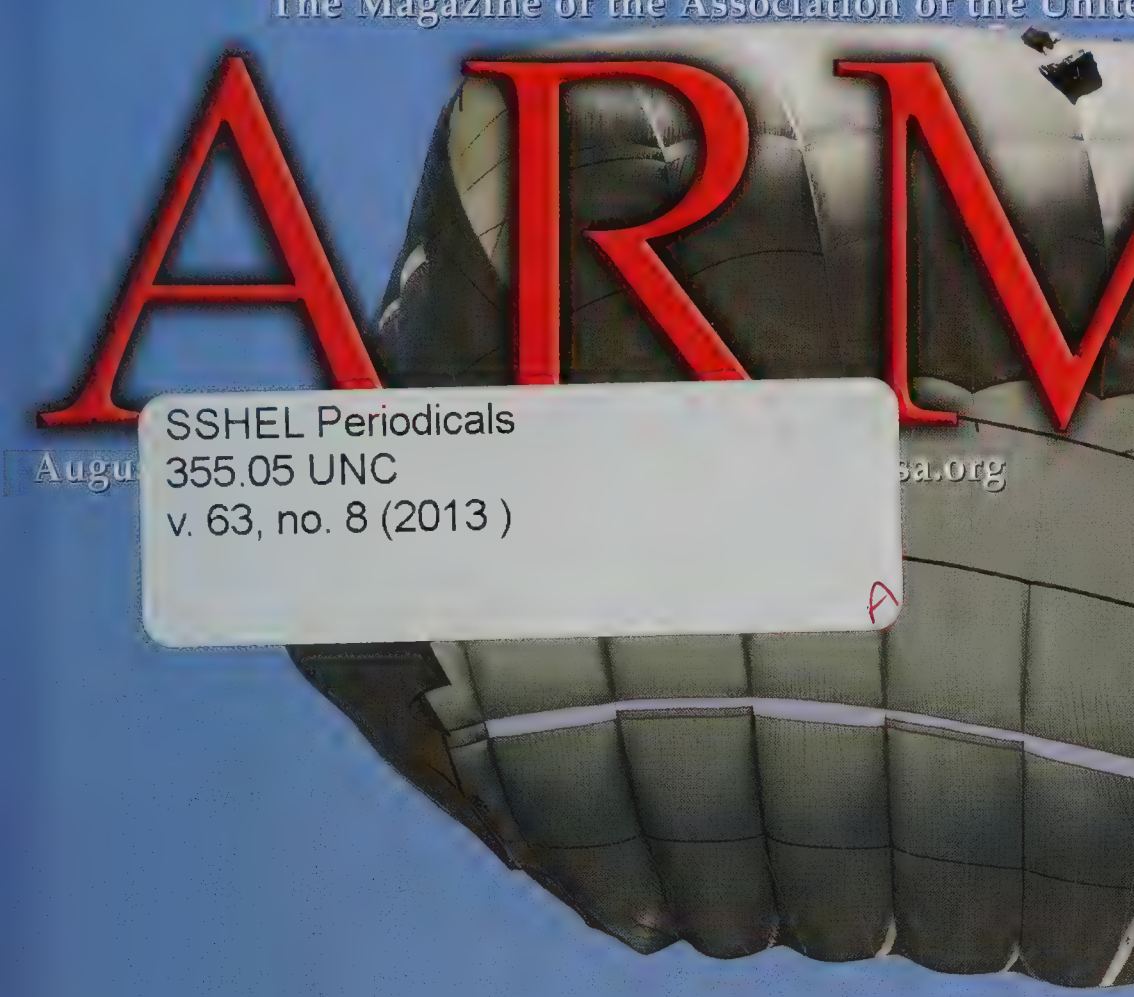

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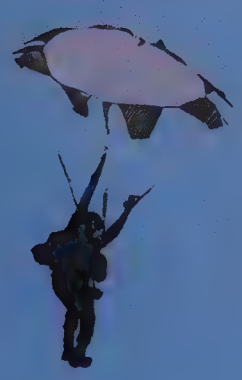
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Letters

The Power of Education

■ I really enjoyed David Hein's article in the July issue of ARMY Magazine ["Counterpoint to Combat: The Education of Airborne Commander James M. Gavin"]. I wrote this idea of Jim Gavin's on a 5-by-8 index card around 1992 as a young paratrooper. It has been with me ever since, often hanging on the wall in my office.

I unknowingly modeled my life after Jim's. After enlisting in the parachute infantry, I became an officer. The power of education has allowed me to lead teams that have excelled in tough spots. I live by Gavin's lessons and teach them to my teammates.

I am still serving as a major in the Army. I teach at the George C. Marshall Foundation. Each year I train cadets to think like Generals Marshall and Gavin. Thanks for sharing the Gavin story with another generation.

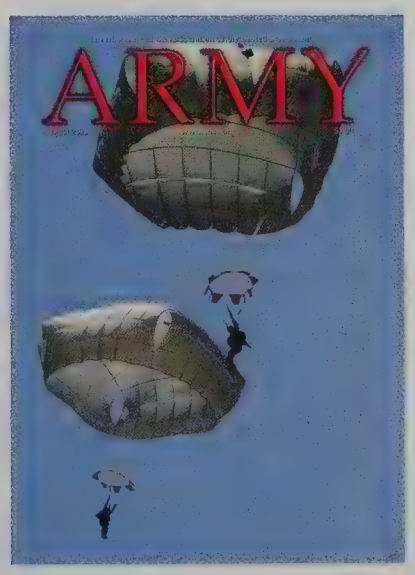
MAJ JASON C. HOWK
Arlington, Va.

> Paratroopers must be self-reliant and trained to fight on their own if necessary, because unlike regular Infantry who arrive at a battlefield organized but often become disorganized under fire, a paratroop force arrives in battle disorganized and must organize under fire.
>
> FM 31-30 *Tactics and Technique of Air-Borne Troops*, October 1941

Historically Significant Reprints

■ The three articles on the Civil War in the July issue moved me to write to you. I've been clipping articles from ARMY Magazine for some time for use in a diplomatic and military history class I teach.

I think ARMY would serve its readers well by making reprints of the articles in "Historically Speaking," as well as others like the articles on Generals Lee and Meade. The articles are concise as well as accurate, and they would serve well



This Month's Cover

A paratrooper from the 82nd Airborne Division (right) and an Indian paratrooper from the 50th Independent Parachute Brigade descend to a Fort Bragg, N.C., drop zone, employing the latest U.S. T-11 parachutes during combined exercise Yudh Abhyas 2013. Indian and U.S. soldiers conducted the two-week command post/situational training exercise at Fort Bragg in May. The exercise was sponsored by U.S. Army Pacific under its partnership program. The story begins on Page 32.

(Cover photograph by Dennis Steele)

as handouts. They address key points and would be great reading for a class about to study the events they describe.

I personally prefer printed media, but I suppose making them available online would work as well. Today's students use technology, and having an electronic version would make the material accessible outside of class.

COL GERALD J. PIERCE, AUS RET.
Marietta, Ga.

Mission Command or Leadership?

■ As a retiree whose involvement with the current force is that of a rather distant observer, I am nevertheless struck by the constant discussion of processes and systems in trying to explain and implement Mission Command. Rarely do I read the word *leadership* in these discussions, yet it seems to me that only personal leadership exerted from commander to commander down the chain of command can accomplish the stated purpose of Mission Command—which, by the way, as quoted in the June issue of ARMY's "The Conundrum of Mission Command," is one of the most indecipherable collections of words I have ever encountered. I cannot help wondering what today's platoon leaders and company commanders make of it.

Some years ago, before the advent of either Battle Command or Mission Command, we had what we called mission-type orders, which seemed to accomplish the same goals without all the unnecessarily complicated philosophizing about process and integrated systems and high technology hardware and software. The mission-type order, which I believe may have received somewhat more emphasis in armor and armored cavalry formations than in others, told the subordinate commander what to do, but not how to do it. Some additional general guidance might have accompanied the order, and restrained oversight ensured that a subordinate commander who was given his head did not endanger effective mission accomplishment.

Staffs gathered information and helped the commander formulate the mission-type order, then supported the commander's guidance by coordinating the operation, keeping the commander informed, and ensuring that supporting fires and other combat support were available when needed. The communication equipment available back then enabled the commander and his staff to ensure effective execution of the mission, but control had only a supporting role.

Advancing technology started to interfere with this concept in Vietnam, where it was not uncommon to find three levels of helicopters hovering over a company, trying to exert control by giving advice to the commander on the ground and demanding information from him on the action. One division was even known for the smoke "Christmas tree" that was the required first activity of a unit as it debarked into a hot or cold landing zone so that the area of activity was outlined, which facilitated better control (interference?) from above.

With the advent of real time pictures and electronic tracking of subordinate units down to individual soldiers, the temptation to exert control from a distance seems to have become even harder to resist. The more information that has been made available, graphic or otherwise, the more a unit's higher headquarters has become tempted to exert control over the subordinate unit. The kind of leadership that is required to resist that temptation to control an operation from afar in such an environment can be characterized as very restrained—with faith in subordinates. The availability of a capability does not require that it be used to micromanage.

Long before we had the capability of advanced systems and integrated networks, we had successful mission-type orders. Two examples come to mind. The first is the well-known directive to GEN Dwight D. Eisenhower that designated him Supreme Commander, Allied Expeditionary Force, in Februa 1944, which stated that his mission w to "enter the continent of Europe ar in conjunction with the other Alli Nations, undertake operations aim at the heart of Germany and the d struction of her armed forces."

The second is a much less know order at a much lower level. The U. Army Corps of Engineers issued it February 1942 to CPT Alfred Eschba who was then commanding A Co pany, 648th Topographical Engine Battalion. It directed the captain "take one company of men and p ceed to Dawson Creek, British Colu bia [Canada] and thence in a nor westerly direction to Fairban Alaska, locating a route for a milita road." Thus was the route for t Alaska Highway mapped.

Neither software, nor technolo nor integrated systems, nor process nor information management had ar thing to do with these two directiv but the commander's leadership a faith in his subordinates probably complished all of Mission Comman intended goals with the primitive te nology available at the time.

COL MICHAEL D. MAHLER, USA RE
Bozeman, Mont.

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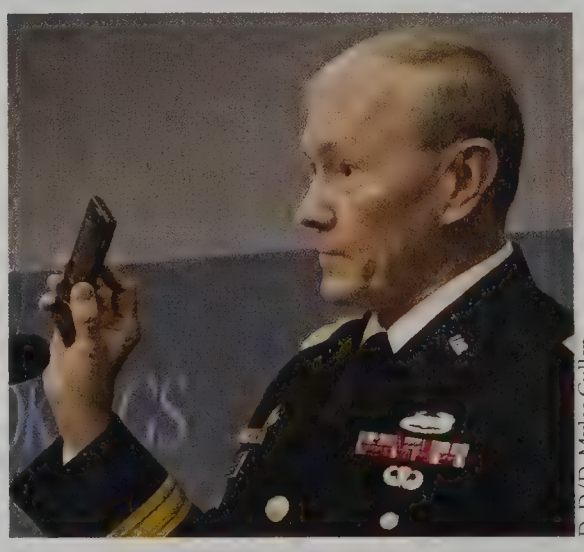
Washington Report

Building Cybersecurity

Chairman of the Joint Chiefs of Staff GEN Martin E. Dempsey told attendees at a Brookings Institution forum in Washington, D.C., in June that the military must stay ahead of the ongoing technological revolution and the accompanying rise in cyber threats in order to properly defend the United States. Cyberspace gives the military a huge asymmetric advantage, he said, but it may be the nation's greatest liability and has introduced new threats to U.S. safety and security. "Disruptive and destructive cyber attacks are becoming a part of conflict between states, within states and among nonstate actors," GEN Dempsey said. "The borderless nature of cyberspace means anyone, anywhere in the world, can use cyber to affect someone else. … The rise of cyber is the most striking development in the post-9/11 national security landscape."

The military must take on those new threats, and in order to prepare, DoD is updating its cyber rules of engagement for the first time in seven years. It is also adding 4,000 cyber operators to the ranks of U.S. Cyber Command over the next four years and investing $23 billion in cybersecurity. Three types of teams will operate 24 hours a day: National mission teams will defend the nation's networks from cyber attacks, a larger set of teams will support combatant commanders executing military missions, and the largest set of teams will operate and defend networks that support global military operations.

The Pentagon has developed emergency procedures to guide its response to cyber threats. In addition, as part of a planned new Joint Information Environment, DoD is building a secure 4G wireless network that will get iPads, iPhones and Android devices online in 2014.



DoD/D. Myles Cullen

GEN Martin E. Dempsey uses a phone to discuss the military's role in cyberspace. He said the phone, which allows him to operate with voice and data in the classified environment, "would make even Batman and James Bond a bit jealous."

Army Veterans in Congress. The last of 115 World War II veterans who served in the Senate, Frank Lautenberg (D-N.J.), died at age 89 in June. A smaller percentage of people serving in the armed forces has led to a rapid decline in members of Congress with military service. In 1999, there were 98 members of Congress who were once in the Arm now there are only 55. Five senators with Army ba grounds did not return, and no new ones were elect Nine representatives who served in the Army left Congre and six Army veterans were elected to the House. They a

■ Kerry Bentvolio (R-Mich.) enlisted in the Army af high school and served as an infantry rifleman in Vietna He later joined the Michigan Army National Guard, wh he served for more than 20 years as a military policeman, cluding during Operation Desert Storm. He served in I in 2007 until he was medically evacuated and retired. sits on the Oversight and Government Reform Commit and the Small Business Committee.

■ Tom Cotton (R-Ark.) served nearly five years on act duty in Iraq with the 101st Airborne Division (Air Assau as a platoon leader with the 3rd U.S. Infantry Regiment (Old Guard) at Arlington National Cemetery and as the op ations officer for a provincial reconstruction team in Afgh istan. He serves on the Financial Services Committee a Foreign Affairs Committee.

■ Tammy Duckworth (D-Ill.) deployed to Iraq in 200 a Black Hawk pilot with the Illinois Army National Gu and lost her legs and partial use of her right arm when helicopter was shot down. She declined a military med retirement and still drills as a lieutenant colonel in the nois Army National Guard. She is a member of the Arm Services Committee and the Oversight and Governm Reform Committee.

■ Tulsi Gabbard (D-Hawaii) joined the Hawaii Natica Guard in 2003 and completed two combat tours in the M dle East, including deploying to Iraq with the 29th Brig in 2004. She continues to serve as a captain in the Havi Army National Guard's 29th Brigade Combat Team a serves on the Homeland Security Committee and Fore Affairs Committee.

■ Scott Perry (R-Pa.) enlisted in the Pennsylvania Ar National Guard in 1980, graduated from Officer Candic School and was commissioned a second lieutenant in F Artillery. He assumed command of the 2-104th Gen Support Aviation Battalion, which served in Iraq fr 2009–2010, and was promoted to colonel in 2011. He co mands the Fort Indiantown Gap National Guard Train Center and serves on the Transportation and Infrastruc Committee, Homeland Security Committee and Foreign fairs Committee.

■ Brad Wenstrup (R-Ohio) joined the Army Reserv 1998 as a medical officer and served a year of active dut 2005 in Iraq, where he was chief of surgery with the 34 Combat Support Hospital. He serves on the Armed S vices Committee and the Veterans' Affairs Committee.

News Call

Army Announces Force and Stationing Changes

n June, the Army announced changes the number and composition of its gade combat teams (BCTs), as well as eries of stationing closures, in order meet the planned active duty com-nent end strength of 490,000 by 17. The Army will continue to in-ease capabilities in special opera-ns, aviation, missile defense and cy-r operations, and will make the lowing force structure changes:

- Reorganize infantry and armor Ts to restore the third maneuver ttalion and increase fires and engi-ering capabilities.
- Reduce active component BCTs m 45 modular to 33 reorganized its.

The restructuring of infantry and ar-or BCTs preserves 13 armor and in-try battalions that would be other-se lost by eliminating headquarters ttalions. The reductions and reorga-zation also necessitated stationing ductions. Based on comprehensive alysis that included community in-t, the Army will inactivate a BCT at ch of the following locations by 2017: rt Bliss, Texas; Fort Bragg, N.C.; Fort mpbell, Ky.; Fort Carson, Colo.; Fort um, N.Y., Fort Hood, Texas; Fort nox, Ky.; Fort Riley, Kan.; Fort Stew-t, Ga.; and Joint Base Lewis-Mc-nord, Wash. Two BCTs stationed in ermany—those at Baumholder and afenwoehr—will complete their in-tivation in fiscal year 2013. Addi-nal reductions will be necessary if e 10 percent budget cuts mandated sequestration continue.

tegrating Women. During a June oD multiservice briefing at the Penta-n, LTG Howard B. Bromberg, deputy ief of staff for personnel (Army G-1), plained how the Army will imple-ent its plan to integrate women into sitions that were previously unavail-le to them. The Army's approach, G Bromberg said, is "scientific" and "incremental [with] decision points all along the way."

By January 1, 2016, women will be able to apply to all Army units and most military occupational specialties.

The Army first will open closed units to women, and then it will open selected MOSs. Initially, the Army will open the headquarters of combat arms units, such as those in Infantry, Armor and Field Artillery. Assignment of women below the level of headquarters will be based on a study to be completed by the end of 2014. In 2012, the Army opened approximately 14,000 positions in once-closed units in nine brigade combat teams (BCTs). This year, it plans to open another 6,000 positions in an additional eight active duty BCTs, nine Army National Guard BCTs, and special operations aviation. Officers and NCOs, followed by junior soldiers, will begin moving into positions in previously closed units in early 2014.

The Army is also reexamining physical tests for various MOSs and will develop gender-neutral physical tests in which men and women will be held to the same standards.



Joint Hometown News Service/E.J. Hersom

Retired Army SPC Luis Puertas wins the men's 100-meter race for above-the-knee single and double amputee athletes during the 2013 Warrior Games track and field competition in Colorado Springs, Colo., in May. SPC Puertas, who also won gold in the 200- and 1,500-meter races, was serving with the 4th Infantry Division in Baghdad, Iraq, in 2006 when his convoy was hit by a roadside bomb. The Warrior Games, now in its fourth year, is a weeklong event involving 260 wounded, ill or injured servicemembers.

The Army will open MOSs within the Corps of Engineers beginning in July 2014. In the second quarter of fiscal year 2015, the Army will open Field Artillery positions. Then it will open positions in the Infantry and Armor branches. By 2016, the Army will have to justify any MOS that remains closed and gain the approval of the Army Chief of Staff and the Chairman of the Joint Chiefs of Staff.

Army MG Bennet Sacolick, U.S. Special Operations Command director of force management and development, reported that the command has "genuine concerns" that must be addressed before integrating women into units. The cultural and social ramifications of admitting women to small teams that work in remote and austere environments are more at issue than their physical capabilities. "I'm actually more concerned with the men and their reaction to women in their formations," MG Sacolick said. The command will survey its units, spend the next year collecting and analyzing data, and make its recommendation by July 2015.

Fewer PCS Moves. To save money and increase unit readiness, stability and predictability for soldiers and their families, the Army will lengthen time-on-station to at least three years, effectively reducing the number of permanent change of station (PCS) moves. Most, but not all, of approximately 432,000 en-

listed soldiers will be affected. Three-year terms were the norm before 9/11 and, with operations drawing down in Afghanistan, these will be restored.

There are numerous exceptions to the new stationing, the most noteworthy being deployment. Soldiers in high-demand career field positions, such as recruiters and drill sergeants, might have to PCS sooner to meet Army needs. Some special duty and professional development positions will also be exempt from the change. For example, soldiers assigned to Korea will continue to serve one year there.

Previously, first-term soldiers who reenlisted had the opportunity to choose a new duty station, the on-station requirement for which lasted one year. That has been upped to two years for priority 1 and 2 assignments, such as warrior transition units and other special assignments. Reenlisting soldiers who cho follow-on assignments that are not p ority 1 or 2 will probably have to stay station the full three years.

Reality TV—Army Style. FOX has buted "Starting Strong," a 10-part re ity-style TV series that allows young p tential U.S. Army recruits to parti with soldiers to get a taste of what Ar life is like. The show airs Sunday mo

GENERAL OFFICER CHANGES*



LTG J.D. Johnson from CG, Eighth U.S. Army/CoS, UNC/CFC/USFK, Korea, to Dir., JIEDDO, Arlington, Va.



LTG M.S. Linnington from CG, MDW/Cmdr., JFHQ-NCR, Fort McNair, Washington, D.C., to Mil. Dep. for Readiness to the USD(P&R), Washington, D.C.



LTG T.W. Spoehr from Dir., Program Analysis and Evaluation, ODCS, G-8, USA, Washington, D.C., to Dir., OBT, OUSA, Washington, D.C.



MG. J.L. Bailey from Dep. CoS, G-3/5/7, FORSCOM, Fort Bragg, N.C., to CG, 1AE, Fort Meade, Md.



MG J.P. DiSalvo from CoS, USSOUTHCOM, Doral, Fla., to CG, USARSO, Fort Sam Houston-JB San Antonio, Texas.



MG T.S. James Jr. from Dep. CG (Maneuver), 1st Cavalry Div., Fort Hood, Texas, to Dir., MCCoE, Fort Leavenworth, Kan.



MG J.A. Maddux from Dep. CG, Spt., CSTC-A, OEF, Afghanistan, to Asst. Mil. Dep. to the ASA (ALT), Washington, D.C.



MG J.M. Murray from Dir., Force Mgmt., ODCS, G-3/5/7, USA, Washington, D.C., to CG, 3rd Inf. Div. (M), Fort Stewart, Ga.



MG L.A. Purser, USAR, from Asst. Dep. CoS, USA, Washington, D.C., to CG, 108th Training Cmd., Charlotte, N.C.



MG F.S. Rudesheim from CG, USARSO, JB San Antonio, to Vice Dir., Jt. Staff, Washington, D.C.



MG S.M. Twitty from Dep. CoS, Communications, HQ, ISAF, OEF, Afghanistan, to Dep. CoS, G-3/5/7, FORSCOM, Fort Bragg.



MG M.E. Williamso from Asst. Mil. Dep. to the ASA (ALT), Washington, D.C., to Dep. CG, Spt., CSTC-A, OEF.

Brigadier Generals: **J.M. Cho** from Dep. CoS, Ops., MEDCOM, Falls Church, Va., to CG, ERMC/Cmd. Surgeon, USAREUR and Seventh Army, Germany; **J.B. Clark** from CG, ERMC/Cmd. Surgeon, USAREUR and Seventh Army to Cmdr., WRNMMC, Bethesda, Md.; **R.L. Cloutier Jr.** from XO to SACEUR, SHAPE, NATO, Belgium, to Dir., Force Mgmt., ODCS, G-3/5/7, USA, Washington, D.C.; **D.A. Gamble** from Dep. CG, ASC, Rock Island, Ill., to Dep. CG, 1st TSC, Fort Bragg, N.C., and OEF, Afghanistan; **J.H. Hort** from Dep. CG-Rear, 3rd Inf. Div.(M), and Sr. Cmdr., Fort Stewart, Ga., to Dep. CG, 3rd Inf. Div., (M) Fort Stewart; **C.P. Hughes** from Dep. CG (Maneuver), 3rd Inf. Div./Dep. Cmdr., Maneuver, RC-S, ISAF, NATO, OEF, to Dir., OPMD, HRC, Fort Knox, Ky.; **J.E. Rainey** from Dir., MCCoE, Fort Leavenworth, to Dep. CG, 4th Inf. Div.(M), Fort Carson, Colo., **P.D. Sargent** from Cmdr., CRDAMC, Fort Hood, Texas, to Dep. CoS, Ops., MEDCOM, Falls Church; **W.J. Scott** from Chief, C/J-6, ISAF, OEF, to Dir. of Architecture, Ops., Networks and Space, OCIO/G-6, USA, Washington, D.C.; **R.P. White** from Dep. CG (Spt.), 3rd Inf. Div.(M)/Dep. Cmdr-Spt., RC-S, ISAF, NATO, OEF, Afghanistan, to Dep. Dir. for Politico-Military Affairs (Middle East), J-5, Jt. Staff, Washington, D.C.

__1AE__—First Army Div. East; __ASA(ALT)__—Assistant Secretary of the Army (Acquisition, Logistics & Technology); __ASC__—U.S. Army Sustainment Cmd.; __CG__—Commanding General; __CoS__—Chief of Staff; __CSTC-A__—Combined Security Transition Cmd.-Afghanistan; __CRDAMC__—Carl R. Darnell Army Medical Center; __ERMC__—Europe Regional Medical Cmd.; __FORSCOM__—U.S. Army Forces Cmd.; __HQ__—Headquarters; __HRC__—U.S. Army Human Resources Cmd.; __Inf.__—Infantry; __ISAF__—International Security Assistance Force; __JB__—Joint Base; __JFHQ-NCR__—Joint Force Headquarters-National Capital Region; __JIEDDO__—Joint Improvised Explosive Device Defeat Org.; __M__—Mechanized; __MCCoE__—Mission Cmd. Ctr. of Excellence; __MDW__—U.S. Army Military District of Washington; __MEDCOM__—U.S. Army Medical Cmd.; __NATO__—North Atlantic Treaty Organization; __OBT__—Office of Business Transformation; __OCIO__—Office of the Chief Information Officer; __ODCS__—Office of the Deputy Chief of Staff; __OEF__—Operation Enduring Freedom; __OPMD__—Officer Personnel Management Directorate; __Ops.__—Operations; __OUSA__—Office of the Under Secretary of the Army; __RC-S__—Regional Cmd.-South; __SACEUR__—Supreme Allied Cmdr., Europe; __SHAPE__—Supreme Headquarters Allied Powers Europe; __Spt.__—Support; __TSC__—Theater Sustainment Cmd.; __UNC/CFC/USFK__—United Nations Cmd./Combined Forces Cmd./U.S. Forces Korea; __USA__—U.S. Army; __USAR__—U.S. Army Reserve; __USAREUR__—U.S. Army Europe; __USARSO__—U.S. Army South; __USD(P&R)__—Under Secretary of Defense for Personnel and Readiness; __USSOUTHCOM__—U.S. Southern Cmd.; __WRNMMC__—Walter Reed National Military Medical Center; __XO__—Executive Officer.

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*



cKinley-Bound. *A CH-47 Chinook helicopter flies along the Alaska Range on its way to Kahiltna Glacier. A helicopter crew assigned to st Battalion, 52nd Aviation Regiment, transported a team of climbers from U.S. Army Alaska's Northern Warfare Training Center and the 5th Infantry Division's 1st Stryker Brigade Combat Team, both based at Fort Wainwright, to the National Park Service base camp on the acier to begin a climb of Mount McKinley, North America's tallest peak.*

gs through August in a half-hour time ot on FOX affiliates across the country.

A partnership between the Army and cky Schroder Productions, "Starting rong" is an unscripted series in which otential recruits select a military occuational specialty, spend three days aining with soldiers and a mentor for eir prospective MOS, and then deterine if they want to enlist.

The 10-part series' long-form comercial format maximizes audience exosure to Army life, counters misconptions about the Army and targets the 3-to-24-year-olds the Army would like recruit. Episodes were filmed at Joint ase (JB) Lewis-McChord, Wash.; Fort ragg, N.C.; Fort Stewart, Ga.; and Fort am Houston-JB San Antonio, Texas. articipants worked in the fields of civil fairs, food service, infantry, air dense, military police, combat engineer, rward observer and combat medic.

Five-minute clips from past episodes e available at www.goarmy.com/ ome/startingstrong.html. After all the isodes air, additional material will be ailable on GoArmy.com's YouTube age.

4th IBCT Deploys. In June, DoD announced the summer rotation of the 4th Infantry Brigade Combat Team (IBCT), 10th Mountain Division, to Afghanistan. The unit, which is made up of approximately 1,230 soldiers, cased its colors for deployment as a security force assistance brigade.



U.S. Air Force /Capt. Darin Overstreet

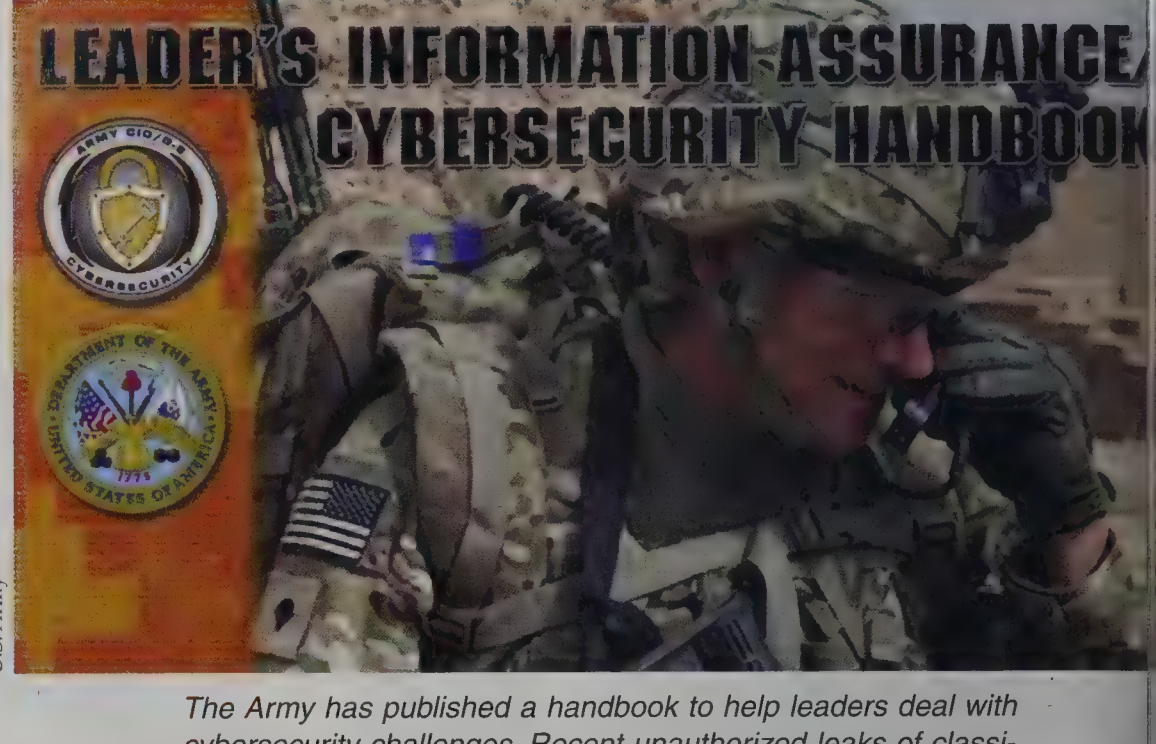
The 4th IBCT, which is based at Fort Polk, La., is the first unit to field and deploy Capability Set 13, the Army's newest suite of communications gear. The equipment includes smartphone-compatible radios, networking systems and software that allow soldiers to communicate on the move in combat. The brigade received accelerated training with the system at the Joint Readiness Training Center, also located at Fort Polk.

Army Astronauts. Two U.S. Army soldiers will begin training at NASA's Johnson Space Center in Houston this month. They were among eight candidates selected by NASA as its newest

Fighting the Black Forest fire near Fort Collins, Colo., Black Hawk helicopters from the Army Aviation Support Facility on Buckley Air Force Base in Aurora, Colo., perform water drops using "Bambi Buckets" that can carry up to 500 gallons of water.

trainees in the Astronaut Corps. MAJ Anne C. McClain of Spokane, Wash., is an OH-58 helicopter pilot and a recent graduate of the U.S. Naval Test Pilot School at Naval Air Station, Patuxent River, Md. MAJ Andrew R. Morgan of New Castle, Pa., earned his M.D. from the Uniformed Services University of the Health Sciences in Bethesda, Md., and has experience as an emergency physician and flight surgeon for special operations forces.

The 2013 astronaut class, selected from a pool of more than 6,100 applicants after a year-and-a-half-long search, will join the 49 astronauts currently working at NASA. The class will receive technical training at space centers around the world and prepare for missions to low-Earth orbit, an asteroid and Mars.



U.S. Army

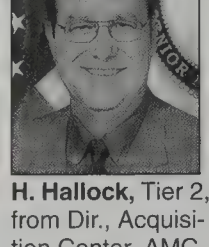
The Army has published a handbook to help leaders deal with cybersecurity challenges. Recent unauthorized leaks of classified information highlight the dangers inherent in cyberspace.

Cybersecurity Handbook. The Army in June published a handbook that contains the information and tools leaders at all levels of command need to fight cybersecurity challenges and adopt the practices necessary to protect their information and the Army network. Information assurance (IA)/cybersecurity is the Army's unified approach to protect not only the confidentiality of its information and operations but also their integrity and availability.

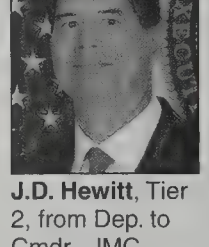
Army commands are developing IA/cybersecurity training, which was mandated by Secretary of the Army John McHugh in a February mem- randum. Commanders will train p- sonnel during Army CyberSecuri Awareness Week, October 14–18. S- retary McHugh also directed all co- mands to incorporate IA into th- command inspection programs. In a- dition to security training, he charg- leaders to "enforce compliance, a- ensure that people are accountable f- proper security."

Everyone—soldiers, civilians a- contractors—realizes the threat pos- when he or she does not comply w- IA/cybersecurity policies and practic- the memo says. More information- available at https://InformationAss- ance.us.army.mil. This site require- milSuite account for access.

SENIOR EXECUTIVE SERVICE ANNOUNCEMENTS



H. Hallock, Tier 2, from Dir., Acquisition Center, AMC, Warren, Mich., to DASA (Procurement), OASA (ALT), Washington, D.C.



J.D. Hewitt, Tier 2, from Dep. to Cmdr., JMC, AMC, Rock Island, Ill., to Dep. Dir., RDECOM, AMC, APG, Md.

Photographs currently unavailable: **P.D. Cramer**, Tier 2, to DASA (IH&P), OASA (IE&E), Pentagon, Arlington, Va.; **C.K. Coulson**, Tier 2, to Dir., Installation Services, OACSIM, Pentagon, Arlington, Va.

Tier 1: **J.T. Carr** to Exec. Dir., LOGCAP, HQ, ASC, AMC, Rock Island, Ill.; **R.E. Weirick** to Exec. Dir., ACC-RSA, ACC, RSA, Ala.; **P.G. Zablocky** from Sr. Research Scientist for Electronic Warfare Technology (Scientific or Professional Employee) to Dir., S&TCD, both CERDEC, RDECOM, AMC, APG.

***ACC**—U.S. Army Contracting Cmd.; **ALT**—Acquisition, Logistics and Technology; **AMC**—Army Materiel Cmd.; **APG**—Aberdeen Proving Ground; **ASC**—U.S. Army Sustainment Cmd.; **CERDEC**—U.S. Army Communications-Electronics Research, Development and Engineering Ctr.; **DASA**—Deputy Assistant Secretary of the Army; **HQ**—Headquarters; **IE&E**—Installations, Energy and Environment; **IH&P**—Installations, Housing and Partnerships; **JMC**—U.S. Army Joint Munitions Cmd.; **LOGCAP**—Logistics Civil Augmentation Program; **OACSIM**—Office of the Assistant Chief of Staff for Installation Management; **OASA**—Office of the Assistant Secretary of the Army; **RDECOM**—U.S. Army Research, Development and Engineering Cmd.; **RSA**—Redstone Arsenal; **S&TCD**—Space and Terrestrial Communications Directorate.*

Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed supporting Operation Enduring Freedom from June 1 to June 30, 2013. All names have been released through the Department of Defense; families have been notified.

SPC Ember M. Alt, 21
LTC Todd J. Clark, 40
SPC Robert W. Ellis, 21
SGT Corey E. Garver, 26
SGT Justin R. Johnson, 25
MAJ Jaimie E. Leonard, 39
SPC William R. Moody, 30
WO Sean W. Mullen, 39
SPC Robert A. Pierce, 20
SPC Ray A. Ramirez, 20
PFC Mariano M. Raymundo, 21
SSG Job M. Reigoux, 30
SGT Justin R. Rogers, 25
SPC Javier Sanchez Jr., 28
2LT Justin L. Sisson, 23
SPC Kyle P. Stoeckli, 21
SSG Jesse L. Thomas Jr., 31

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ARMY
2013 GREEN BOOK

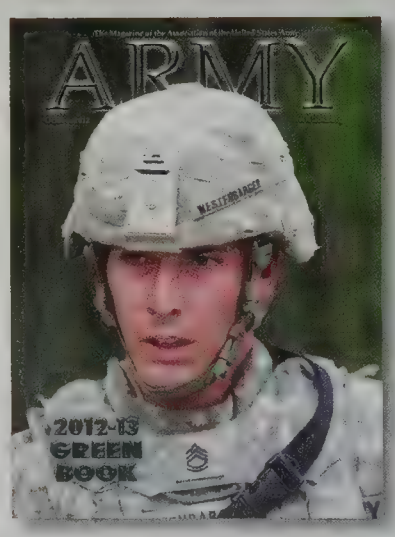
Photos Courtesy of U.S. Army











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ASSOCIATION OF THE UNITED STATES ARMY

Remembering a Sine Wave

By GEN Frederick J. Kroesen
U.S. Army retired

A History Of Feast and Famine

The 20th century gave us a long history in which the resources needed to ght wars and maintain credible fighting forces during periods of peace varied from surfeit to meagerness, from ast to famine. The impact of each of ese identifiable periods on the mission fectiveness of the Army and on the es of soldiers and their families is th a lesson of history and, perhaps, a orrisome portent for the 21st century.

Beginning arbitrarily in 1917, responding with fervor and patriotism d following reports of the German rocities of those years, the nation went war; and volunteer soldiers, partially ained and minimally equipped, earned spect and gratitude on the battlefields Europe. The costs were almost ignored as the country made every effort provide the tools and supplies that ould create a modern Army. Almost mediately after the Armistice, however, the Army of about 3.5 million oops began a reduction that left about 0,000 soldiers in 1920, then 132,000 in 23. During that period, the antiwar, timilitarists and those who believed the League of Nations' ability to guartee the peace of the world demanded inimizing, if not eliminating, funds for e Army and Navy. Until 1939, the size the Army was always less than the 0,000 authorized.

The result of those two decades of udget famine is addressed in *The U.S. rmy in World War II*, the Army's offial history of that war: "That America as peace-minded for two decades is rdly worth the saying; what matters that because of this state of mind the tion's military strength was allowed decrease and decay to the point here it became tragically insufficient nd ... incapable of restoration save after the loss of many lives and the expenditure of other resources beyond comprehension." Pearl Harbor, the Bataan Death March, the loss of Wake Island, Kasserine Pass and other defeats stretching into 1943, and the inability to launch the decisive operations to end the war until 1944, prove the validity of those observations.

A feast period began in 1940 with the draft and a burgeoning budget that ultimately built land, naval and air forces of incomparable power and versatility. It also built an industrial giant that dominated the world economy for generations, guaranteeing the prosperity of the country for the entire century. Nevertheless, it had taken four years to build, equip and train the forces and another year required to end that war successfully.

The Army shared the prosperity of that period. New equipment poured in from industry, manpower was provided as needed, supplies were profuse, and money was printed or borrowed to pay for everything. The nation went deeply into debt, but it had created the industrial base that would pay for it all with the profits from its products in the world markets. The Army did not share for long, though. Upon the surrender of Germany and Japan, the armed forces suffered immediate budget slashes as President Harry Truman and Congress eliminated or minimized funds for the services. Army strength and structure evaporated as the country once again adopted peace as the national purpose and the atomic bomb as the guarantor of our security.

Again, the consequence was tragic. The Korean War was thrust upon us and the Army had to commit an unready 7th Infantry Division, then stationed in Japan, and the ill-starred Task Force Smith to a period of excessive casualties and limited effectiveness in the early weeks of that campaign. The troops were poorly trained, ill-equipped, and subjected to stinging and demoralizing defeats. It took months to restore the competence required to cope with enemy forces on the battlefield, a feat made possible only by the hasty recall of World War II soldiers, especially junior leaders, and the resilience of an industrial complex capable of a quick resurgence of wartime supplies and an acceleration of modern equipment production.

With the termination of hostilities in 1953, the Eisenhower administration returned almost immediately to a national strategy of promoting peace and relying on now even more powerful nuclear weapons and more robust long-range delivery capabilities. Once again, the Army was almost ignored as a required force, its budget pared and its strength reduced. It adopted a new, leaner, versatile pentomic structure designed to survive and succeed on a nuclear battlefield. Budget priorities went to nuclear warheads and bomber and missile delivery systems of the Navy and Air Force. A high percentage of the Army budget bought the Jupiter, the Sergeant, the WAC Corporal, the Davy Crockett and two field artillery warheads to dominate the battlefields of the nuclear age. All other forces were hollowed out, training was minimized, and combat capabilities deteriorated. The principal concern of the era was passing the nuclear surety inspections of the Army Inspector General.

By 1961, the Army had become disillusioned with the pentomic organization, President John Kennedy became a promoter of Special Forces for engaging in counter-revolutionary actions to support the government of South Vietnam, and the Berlin Wall was erected. The Army suddenly became relevant to coping with both the Vietnam insurgency

and the Warsaw Pact threat in Europe. A modest increase in the Army budget provided for the reorganization of Army divisions (the ROAD concept), which restored a more conventional structure for land combat. It was not a feast period, but there was a decided improvement in Army battlefield capability and readiness. There was a growth to 960,000 soldiers in the active force, a structure of 16 divisions and a reorganization of the National Guard and Army Reserve.

In 1965, President Lyndon B. Johnson committed the armed forces to the Vietnam conflict. His decision was accompanied by a denial of any mobilization of the reserve components. Instead, he authorized an increase of 133,000 troops and the addition of one division and three independent brigades to the Army. Those decisions resulted in a major increase in draft quotas and a requirement for a major reorganization of the active forces to produce units whose missions had been the responsibility of the reserve components.

Over the subsequent three years, the Army grew to 1.5 million soldiers in 19 divisions. Once again, the Army enjoyed massive budget support—not a feast, but adequate support for combat operations and a structure still sufficient for its role in the deterrence of Warsaw Pact operations in Europe and any hostile action by the North Koreans.

Unfortunately, after 1968, popular support for Vietnam ebbed rapidly. Many personnel management decisions eroded the quality and commitment of our soldiers, and the Army suffered a serious deterioration. Drastic strength and budget reductions contributed to a weakened mission capability and a disconsolate manpower contingent in the early 1970s. The situation brought an end to the draft and a commitment to an all-volunteer Army. It also brought a recognition among Army leaders of the need for a rededication to quality, along with a major effort to develop modern equipment and redefine Army doctrine and its training and education systems.

The creation of U.S. Army Training and Doctrine Command and U.S. Army Forces Command began a transformation of the Army that led to the restoration of its capabilities and its competence. A new equipment program, the Big 8, was to produce a new tank, an armored personnel carrier, three new helicopters, two air defense weapons and a scout vehicle. Skills qualification tests were established for all soldiers, the Noncommissioned Officers Education System created the first ever formal education for the middle grade leaders of the Army, and the officer education system was reinvigorated. A new doctrine, ultimately termed Air-Land Battle, was published, and new formal training tests were developed, establishing standards and requirements for mission performance by all elements of the total structure.

Nevertheless, the Army budget, after a short burst of support for the all-volunteer Army, again began to shrink. The Big 8 lost the heavy lift helicopter, the division air defense gun and the scout vehicle. It became the Big 5 and produced the Abrams tank, the Bradley Fighting Vehicle, the Black Hawk and Apache helicopters, and the Patriot Air Defense Missile System. Budget limitations restricted training, operations and maintenance, and procurement, and resulted in the report by the Army Chief of Staff that the Army was "hollow."

That term defined a condition in which the requirements of every unit's table of organization and equipment for soldiers and tools needed for the accomplishment of the unit's combat missions were not being met. When the condition of barracks and other living quarters, family housing, general maintenance and other demands were considered, the condition was not quite a famine, but the support was far from robust, and Army capabilities were suspect.

A new administration in 1981 brought another restoration—not a feast, but an adequacy that completed the purchase of new equipment and provided the support that resulted in the Army committed to resolve the crises of Just Cause in Panama and Desert Storm in the Persian Gulf, two military operations that deserve to be paradigms for future campaigns. Both war efforts were afforded adequa preparation time, and both comb campaigns were completed in a fe days. Both were examples of what c be achieved when sufficient resourc are made available for true readines

The collapse of the Soviet Union ar the end of the Cold War brought on long-awaited "peace dividend" ar another reversion to our commitme to a world without war. The Army w reduced to 12 divisions and 540,0 soldiers by an outgoing administrati that also decreed the abolition of battlefield nuclear weapons, the sho range, low-yield artillery, and missil of the Army and Marine Corps. Th move was meant to set an example f all nations that had or aspired to ha such a capability. So far, no other n tion has followed our example. The l of those that have developed—or a developing—such weapons continu to grow, providing a threat that add serious complication to planning o combat operations of the future.

Another administration reduced t Army again, to 10 divisions and 485,0 soldiers. Thus began a new era of Army too small for its missio and minimally resourced through t 1990s. Again, the national strategy lied principally on air and naval lor range firepower, and the magnifice landpower Army of the Persian Gu War atrophied.

As the 21st century began, new wa were thrust upon us. For the first ti in our history, the Army was sent war without a decision to increase size. Budget increases were substanti and the Army enjoyed a feast peri that sustained combat operations Iraq and Afghanistan and reduce great backlog of programs that had ways been pushed into future plann allocations. Family housing, new he quarters, modern barracks, child c centers and other infrastructure we built. Contracts were awarded to p vide combat support activities that t Army was too small to activate. T Army deteriorated, however, becau the resource shortfall this time w manpower and the funds for main nance, repair and rebuilding of equ ment did not keep pace with the da

;e and destruction that occurred dur-
g combat operations.

The inadequate size of the Army re-
sulted in the overcommitment of ca-
er soldiers, both active and reserve
mponents, who had been deployed on
ultiple tours of duty in combat zones,
requirement that has played havoc
ith family life and job satisfaction. Too
any soldiers have abandoned plans for
n Army career, and a wide range of
stractions has plagued the Army as
e manpower demands continue. Too
any issues have diverted attention
om the goal of maintaining a capable,
ained and ready Army. For those who
ave remained in the service, military
ducation has been minimized and de-
reciated as courses have been short-
ned and attendance postponed. Assign-
ents have been conditioned by the
eed to fill deploying units, not by the
eed for leader development and a bal-
nced career experience.

Nevertheless, the Army in the sec-
nd decade of a new century is still at
s authorized volunteer strength, still
roviding capable, formidable units
r its combat missions, and still
anned with dedicated leaders and
ldiers who believe in their mission,
e rightly proud of what they have ac-
mplished and are confident of their
bility to continue their prowess.

Portents For the 21st Century

The early decades of the new century
ear an eerie resemblance to the last.
fter the challenges of war, we have again planned to embrace peace as a national strategy; a drastic reduction of military forces is already under way and not completely defined; AirSea Battle has been adopted as our military strategy; and sequestration threatens reductions to the inadequacies comparable to the 1920s and 1930s. Our Army's mission, sans the combat requirements scheduled through 2014, is to train other armies so they can supply any landpower forces needed, a proposition tried and found wanting more than once in the last century. We have abandoned major equipment and weapons development programs, are considering reductions of our nuclear arsenal, and are withdrawing forces from areas in which our principal enemies are growing stronger. We are ignoring the lessons of military power employment in the past century, the disasters invited by weakness and the exorbitant costs associated with rebuilding strength after a crisis occurs.

Rather than emphasizing mission first requirements—that is, the capability to deal with all and any threats to our national security—we have instead had our leaders focus on subordinate tasks. There will be no restoration of the Army education system, little to no use of brigade training areas built in Romania and Bulgaria, and no major exercises or maneuvers that provide divisions and corps with the experience of managing major campaigns. The routine training of battalions and brigades at the national training centers will be curtailed, perhaps available only for units scheduled for deployment.

Secretary of Defense Chuck Hagel has promised, "Our men and women and their families must never doubt that their leaders' first priority is them." The purge of career officers, NCOs and civil servants before they qualify for retirement benefits has already begun, and, for those who remain in service, a paucity or long postponement of promotions may raise some doubt as to their priority.

Army Chief of Staff GEN Raymond Odierno has promised that we will "shape the Army's force [and] support the requirements of our combatant commanders to prevent conflict and shape a future consistent with U.S. interests. By retaining our most capable soldiers, we have an opportunity to further develop the versatility, agility and innovative spirit … to deter conflict and … win decisively." Observing that we today have the best Army in the world, he also promises that "10 years from now, we'll be the best Army in the world."

No one doubts the Chief's program or his determination, but the resources essential for the fulfillment of his intent require a cognizant, comprehensive and achievable national strategy, force structure adequate to the task, and a Congress willing and able to provide our common defense with the authorizations and appropriations required.

The next Quadrennial Defense Review will be an interesting document. □

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Ringing True or Ringing Hollow?

By LTG James M. Dubik
U.S. Army retired

Al Qaeda declared war against the United States in 1996, and in response to the attacks of 9/11, the United States went to war against al Qaeda. For more than a decade, we have witnessed an ongoing debate concerning what kind of war this is and how best to wage this war. We have never really ended this debate with satisfactory answers—not as an armed force or as a nation. The question now, however, is this: How does this war end?

On the surface, we have a good model for how many wars end. "War," Clausewitz says, "cannot be considered to have ended so long as the enemy's *will* has not been broken: in other words, so long as the enemy government and its allies have not been driven to ask for peace, or the population made to submit." To end a war, then, requires all or some combination of the following: defeating the enemy military force, occupying the enemy's territory and capital, or subjugating its people. These are the ways an enemy's will can be broken. The underlying assumptions in the defeat-occupation-subjugation model are simple: There is an enemy military force that can be defeated; there is a specified geographic area with a political center that can be occupied; this geographic area has an associated citizenry and structure that can be subjugated; and one or more of these actions will break the enemy's will. When these assumptions are valid and the requisite action is achievable, the way seems clear—but is it?

The model begs the question: Then what? What does the victorious power do once its enemy's military force is defeated, its territory and capital occupied, its people subjugated, and its will broken? What roles do military forces, as well as the "other means" to which Clausewitz refers when he discusses war as "simply the continuation of political intercourse," play in the post-fighting phase that ends a war? The Clausewitzian model, under very specific circumstances, describes how to end fighting, but it is less helpful in describing how to end war.

Of course, Clausewitz describes offensive and defensive wars with limited aims, but even here, his model for ending wars is less compelling than what he says about waging them. The main assumptions in limited war are similar to the "total defeat" model. Limited offensive war can be waged to destroy a part of an enemy's military force, seize a part of the enemy's territory or subjugate a portion of an enemy's people. Limited defensive war preserves the bulk of military strength and retains the important portions of territory and people, while reducing the strength of the enemy's military force and will. In either case, limited wars are followed by diplomatic negotiations in which each side tries to retain a position of strength relative to the other. How these negotiations ultimately result in a state of peace is a question Clausewitz leaves unanswered.

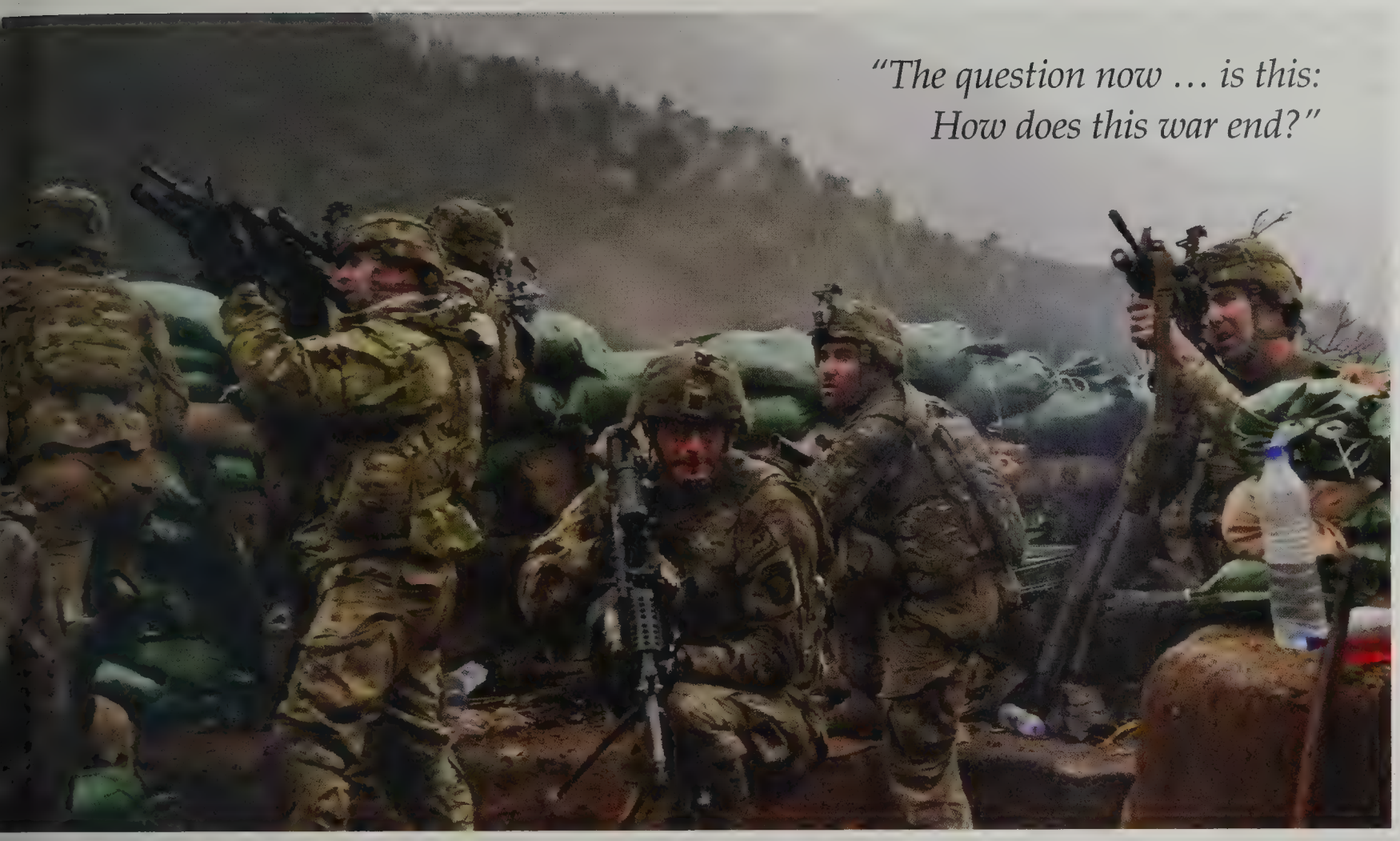
He goes on to say that success in either limited war scenario could also make the transition to the total defeat model. What may start out as a limited offensive war could simply continue because of its success. What begins as a limited defensive war could ultimately wear down an enemy force so much that the defender could make the transition to the offense—and not just eject the offense to reestablish antebellum conditions but go on to defeat the initial invader's military force, occupy its territory and capital, subjugate its people, and break its will. In either case, we may come to understand how fighting could end, but we are no closer to understanding how the war ends.

In *The Causes of War*, Geoffrey Blainey provides a glimpse of how wars end by investigating how they begin. He says, "The outbreak of war and the outbreak of peace are essentially decisions to implement aims by new means. To a tempt to explain war is to attempt explain why forceful means were s lected." Simply put, war is usually th outcome of one party concluding it unable to achieve what it wan through nonviolent means and belie ing—correctly or not—that violer means will achieve its aims because its enemy's weaknesses. A war enc when either the party's conclusion ar belief are proven false, or it achiev what it wanted to.

There are two assumptions upc which Blainey's model rests: that th parties to war reason and decide usir rational, self-interest calculations, ar that the use of forceful means achieve aims is the exception to th rule. These assumptions do not nega Clausewitzian analysis, but they c provide "bookends" to Clausewitz description of the conduct of war. prevent war, don't appear weak one's enemies—real and potential and provide nonviolent means for pa ties to achieve their aims. To end a wa defeat one's enemy so as to establi clear "relative strength" and provic nonviolent means for parties to achie their aims.

Donald Kagan's conclusion in *On t Origins of War and the Preservation Peace* seems similar to Blainey's boo ends approach. Kagan writes: "Wh seems to work best [with respect preventing war] is the possession b those states who wish to preserve th peace of the preponderant power ar of the will to accept the burdens ar responsibilities required to [preve war]." He goes on to say, "No intern tional situation is permanent." Chan is the only constant, but change mu occur through "peaceful channels." I party threatens or uses violence to e fect change, then states desiring to pr serve peace must always be prepar to resist, with force if necessary.

The main assumptions both Blain and Kagan make are: There is a diffe



nce between a state of peace and a state war; if war breaks out, a state of eace can be reestablished; and in wag- g war, Clausewitz's analysis is mostly ght—fighting ends whether as a result breaking the enemy's will or estab- shing clarity of relative strength.

The Clausewitz/Blainey/Kagan ap- roach draws its validity and utility om a state-based international system. ates are supposed to provide sufficient curity, order and prosperity within eir borders; preserve international eace; and fight wars. This has been the stem since the Peace of Westphalia in 48. States are supposed to be sover- gn within their borders and state sov- reignty the basis for the international stem. We need only look around to see at this system, and the sovereignty it quires, is now being challenged. Sir ichael Howard describes the challenge state sovereignty as a kind of corro- on from above (via supranational enti- es and their power to override state au- ority), laterally (via globalization), and om below (states that themselves have eak or insufficient internal legitimacy).

Howard's tripartite challenge is at e center of our war against al Qaeda nd its associates. The war they de- ared, began and—from the looks of things—seek to continue for some time is fueled and sustained by lateral and from-below corrosion. Lateral corrosion provides al Qaeda and its affiliates with the funds to arm, equip, recruit, train and sustain themselves. Corrosion from below provides the enmity al Qaeda and its affiliates need to stoke their narrative. Though not a state themselves, they have used—and are using—the violent means of force to behave like a state. This is the behavior that the international community cannot—and should not—tolerate. It seems, however, that no single nation or collection of nations has been able to agree on how to change this behavior in a way that increases the stability of the international system.

Until now, the approach to counter al Qaeda and its affiliates has been one based upon a war model. This is understandable. Defending the nation against terrorist aggression after 9/11 required adopting a war model. It was not only reasonable and justified, but also politically necessary. Nevertheless, the war model creates a conundrum because using it treats al Qaeda like a state, thereby increasing its legitimacy and contributing to the corrosion of the sovereignty-based international system. On the other hand, the alternative—a crime-based model—seems inapplicable, for what al Qaeda did was far more than a mere crime.

Gen. Rupert Smith offers a possible way out. In *The Utility of Force: The Art of War in the Modern World*, he says that some situations fit the "peace-crisis-war-resolution" sequence, but not all. He proposes a confrontation-conflict model—"whilst peace is not necessarily either the starting or the end point" and goes on to say, "If a confrontation has crossed over into a conflict, the military is in the lead and it is up to the other agencies to support it until the objective is attained—but at the same time they [other agencies] may continue working to resolve the confrontation." Smith continues, "Whilst confrontations are essentially of the political and conflicts of the military, a confrontation is not just a political act just as a conflict is not merely a military activity." Smith's framework changes the question concerning al Qaeda and its affiliates from "How does this war end?" to "What can be done to move from the realm of conflict to that of confrontation?"

Applying Smith's mode requires two steps. First, push down the level of violence al Qaeda is capable of doing

within what is tolerable, what will not impede normal civic and economic life, and what can be handled by nonmilitary security forces. Second, while pushing down the level of violence, set in place the conditions for enforcement and adjudication of the remaining violent behavior.

Our confrontation with al Qaeda and its affiliates won't end, but Smith suggests that it could become one of multiple confrontations that exist during "peacetime." Confrontations are part of normal interstate discourse and of routine interactions between transnational entities. They are guided by a set of formal treaties, agreements and conventions as well as informal norms and expectations. Sometimes these formal and informal guides are enforced through a variety of sanctions, other times by courts and police work, and in still other cases enforcement requires military means—as, for example, when nations deal with piracy.

Unfortunately, reality currently frustrates using Smith's suggestions. While the United Nations has some 14 legal instruments that address a variety of terrorist actions, scores of resolutions and several potential venues for court action, none of these is sufficiently rigorous or reliable. In their present form, no government—certainly not the United States as one of al Qaeda's primary targets—could use them in any practical way. The United Nations is working on a draft comprehensive convention that criminalizes terrorism and calls for prosecution and extradition of perpetrators, but no such convention or consistent set of enforcement mechanisms actually exists.

Are we then left only with the war model? Perhaps, but not necessarily. Smith might argue that since enforcement in the international community is often left to individual states or sets of states, an opportunity exists. This opportunity is for a set of nations, as they use military means in fighting al Qaeda and its affiliates, to establish a convention and consistent enforcement mechanisms they will follow together in the confrontation phase. Should the confrontation flare once again to conflict, the nations could simply return to using military means.

This short—and admittedly incomplete—summary of war-ending models does remind us how hard ending a war really is. Ending the fighting is necessary, but it is not sufficient. Fred Iklé's *Every War Must End* says as much: "Governments tend to lose sight of the ending of wars and the nation's interests that lie beyond it, precisely because fighting a war is an effort of such vast magnitude [but] it is the outcome of the war, not the outcome of the campaigns within it, that determines how well their plans serve the nation's interests." In addition, simply declaring a war is over doesn't serve America's interests. Recent events in Iraq clearly demonstrated that the simple declaration-and-withdrawal approach didn't work. Our nation's interests are not served by an Iraq that is overly influenced by Iran, supporting Assad in Syria, and returning to pre-Surge sectarian violence levels, with resurging al Qaeda in Iraq and Shia militias. Applying a declarative model to ending the war will not produce any better results in Afghanistan or against al Qaeda.

Regardless of which war-ending model is employed, the enemy always retains a "vote." The only way one side can end a war is by surrendering or some de facto equivalent. Just as th enemy's decisions and actions play a important role in the beginning an conduct of a war, their statements, co clusions and actions play a vital role a war's ending. Al Qaeda's behavi and that of its affiliates in no way inc cate that they are ready for their fig to end. In fact, an argument can b made that they believe they ha forced us out of Iraq and are on th verge of doing the same in Afgha istan. This makes applying the Claus witz/Blainey/Kagan approach or th declarative approach very problemat Neither is relative strength clearly e tablished, nor are nonviolent means f parties to achieve their aims provide The behavior of al Qaeda and its affi ates also suggests that more work necessary if Smith's confrontation-co flict model is going to work.

The war against al Qaeda and its a filiates is not over. The war in Iraq w not over when we withdrew, and th war in Afghanistan will continue aft 2014. Hollow victories are no more us ful to the nation than hollow forces.

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Learning From Iraq: Reform Needed Now

By Stuart W. Bowen Jr.

Those who cannot remember the past are condemned to repeat it. George Santayana's familiar and sobering maxim aptly applies to the current U.S. approach to planning for and executing stabilization and reconstruction operations (SROs) in Iraq.

As special inspector general for Iraq reconstruction (SIGIR), I have spent the last nine years leading oversight of Iraq's reconstruction program. SIGIR's recent study, "Learning From Iraq," identified the foremost lesson from the rebuilding experience: The United Stat needs an integrated office for plannir executing and overseeing SROs. N such capacity currently exists within t U.S. government. Our nation is inac quately prepared for the next operatic the onset of which may be imminent.

In 2003, limited integrated planni occurred before what became a $60 b lion U.S. rebuilding endeavor in Ira Fraud, waste and abuse occurred t unacceptable levels—leading to sho falls that left American national sec

y interests vulnerable. My office documented too many distressing outmes—the fruit of poor planning and eak execution.

Despite SIGIR's substantial evidentiary record, the United States has et to apply the most important lesson om Iraq. The time is past due for implementing a bold and reparative reorm—namely, establishing a new gency called the U.S. Office for Contingency Operations (USOCO) to nify the disparate SRO duties now iffused across a variety of executive ranch departments.

We do not get to choose which countries might move from fragility to failre, but we can decide how we will reond to such eventualities. Failing to repare for a wide range of possibilities precloses options or forces forward a oorly supported SRO. Creating USOO is an important step toward averting uch unacceptable strategic quandaries.

It's no secret where the next SRO ight occur. The Senate Foreign Relaons Committee recognized the possiility of deeper engagement in Syria hen it approved $250 million per ear for relief and rebuilding activities fter Bashar al-Assad's regime falls. Who would lead these operations—nd how the money would be spent—emains unclear. This lack of clarity is eminiscent of spring 2003, when rudientary plans for Iraq's burgeoning econstruction lacked the guidance nd systems necessary for proper imlementation.

Modern SROs involve elements of efense, development and diplomacy. hey are civilian-military in nature, vith DoD, the Department of State nd the U.S. Agency for International Development (USAID) playing the ead roles. The Departments of Justice nd Treasury also have significant reponsibilities, as does the Department f Agriculture. No one is clearly in harge, though. Indeed, SRO responibilities remain additional duties at ach of these agencies. Departmental "stovepipes" prevail. In the absence of meaningful reform, the fragmenting "adhocracies" experienced in Iraq will ecur.

Because no single agency has authority over the full spectrum of SRO activities, transparency and accountability are missing. For example, rule-of-law programs are conducted by the Departments of Defense, State and Justice. Governance is handled by USAID, the State Department and DoD. Economic development is divided among USAID and the Departments of State, Commerce, Agriculture and Defense.

These segmented duties produced disconnects in Iraq that led to project failure, the waste of funds, and even loss of life. The latter issue is compelling. A SIGIR study issued in 2012 found that at least 719 personnel were killed in Iraq while working on reconstruction-related activities.

The argument for reform is strengthened by the fact that SROs have become a central focus within the modern national security arena. Since 1980, the United States has executed SROs in Grenada, Panama, Haiti, Somalia, the Balkans, East Timor, and—standing apart in scope and effort—Iraq and Afghanistan. Each was burdened by weak interagency planning, execution and oversight. USOCO would address these weaknesses by shouldering planning as its primary duty, thus ensuring improved execution and accountability.

Operating as a cost-effective, quasi-independent federal agency and reporting to the Secretaries of State and Defense, USOCO could be thought of as an entity similar to the Federal Emergency Management Agency (FEMA). It would be responsible for anticipating where the next SRO might occur, managing the interagency and contractor planning processes accordingly, establishing unified contracting mechanisms, developing a single-point information technology system, shaping integrated personnel management policies, overseeing targeted funding for programs and projects, and providing transparency and accountability for every taxpayer dollar expended. Perhaps most importantly, USOCO would develop crucial links—as FEMA does—with the contracting community before the operation occurs.

In Iraq, no one was clearly and consistently in charge of rebuilding activities. This led to the waste of more than $8 billion and allowed fraudulent conduct to occur, from which SIGIR investigations have produced 86 convictions. By coalescing SRO management into a coherent whole, USOCO would solve many of the systemic shortfalls that caused these unacceptable outcomes. This reform would establish unity of command where there is none today and lead to unity of effort (and thus success).

USOCO offers a powerful solution that could provide benefits paralleling those brought by the Goldwater-Nichols Department of Defense Reorganization Act of 1986, which integrated our military into a modern fighting force nonpareil. USOCO's proper ancestor, the Economic Cooperation Administration, provided integrated planning, execution and oversight in effectively managing post-World War II Marshall Plan monies. Notably, it reported to two executive departments, much as USOCO would.

Implementing USOCO will not be easy. The proposal affects multiple departments, each of which has its own bureaucratic turf to defend. Nevertheless, it is a worthy pursuit because it would strengthen our national security architecture, improve the planning and execution of postconflict rebuilding operations, and produce better outcomes. Moreover, it would dramatically reduce the incidence of the kind of fraud, waste and abuse that occurred in Iraq, potentially saving taxpayers billions of dollars. Finally, it would be more cost-effective than our current system. It is a reform whose time has come. □

Stuart W. Bowen Jr. *is the special inspector general for Iraq reconstruction, an appointment he has held since 2004. His work has included 34 trips to Iraq, 35 testimonies on Capitol Hill, and the production of 390 audits and inspections, which yielded $1.6 billion in financial benefits. Previously, he served as deputy assistant to the President, deputy counsel to the governor of Texas and assistant attorney general of Texas.*

The Army's Way Ahead In Cyberspace



By GEN Keith B. Alexander

The United States has become deeply and irreversibly reliant on cyberspace for its major activities: defense, commerce, communications, utilities and governance. The tight coordination of logistics and operations and the reliability of timing and flow are dependent on cyberspace resources and have become indispensable for the order and functioning of our society, economy and military. We communicate in cyberspace and transfer objects such as airline boarding passes that never have to leave cyberspace to be consumed. In cyberspace, we operate the critical infrastructure that underpins the functioning of our society. Cyberspace has also become a place where we store treasure, such as intellectual property and personal wealth. Within DoD, cyberspace resources enable military and business operations to allow the joint force to perform its warfighting functions across all domains.

The efficiency and dependability afforded by cyberspace yield significant benefits. Nevertheless, reliance on highly interdependent networks with ubiquitous access points that are insecure, sensitive to interruption and lack resiliency poses grave risk to our military capabilities, intellectual property, critical infrastructure and diplomatic relationships. This lack of security has turned many of the things we value into targets for our adversaries.

The Coming Cyber Crisis

With its ungoverned space and easy access, the cyber domain has become the newest front for confrontation. Attacks are growing in frequency, scale, complexity and destructiveness. Cyberspace is seen as an advantageous avenue of approach for our adversaries since operations therein often do not require the extensive resources needed for the development and employment of conventional military capabilities. Attacking the United States in the cyber domain is easier than in the land, maritime and air domains, allowing adversaries to avoid challenging the United States in its areas of traditional military dominance. Instead, they can exploit the extensive, essential and often fragile U.S. presence in cyberspace to remotely strike at us and undermine our national interests. Because of the globally interconnected nature of cyberspace, even relatively unsophisticated actors can project power and operate within U.S. "territory." Potential adversaries can steal intellectual property, conduct industrial espionage, and penetrate networks of governments, the defense industry, critical infrastructure operators and others in the private sector. Adversaries actively conduct intelligence, surveillance and reconnaissance inside U.S. and allied networks, often establishing a persistent presence. They are preparing the future cyber battlefield now.

Defending our nation in cyberspace poses unique challenges because nearly 85 percent of the enabling infrastructure is owned and operated by the private sector, where security is often not the first priority. In the past, the armed services have been focused on defending DoD networks, not those of the country as a whole. This situation is no longer acceptable. Not only do we rely on private sector critical infrastructure for core DoD functions, but U.S. national interests in cyberspace are now so significant that we must accept a greater mission. The services must build the force now to defend our nation and its interests in cyberspace.

Embrace Change

Integration has become both a possibility and an imperative because of significant changes in the operational environment. The biggest change is the convergence of voice, video and data communications onto a single network, which carries massive volumes of data. Ubiquitous networks, mobile computing and an ever increasing reliance on these systems throughout our daily lives have exponentially increased our vulnerabilities. The increase in the scale and pervasiveness of cyberspace is accelerating. For example, the number of transistors per microchip has increased more than a thousandfold, from 42 million to 5 billion, in just 12 years. Partly as a result, mobile device use went from 740 million subscriptions in 2000 to 6.4 billion in 2012. We expect to see 10 billion mobile devices by 2016—or 1.4 per person on the planet. As cyberspace constantly changes and expands, its complexity increases, the attack surface expands, new vulnerabilities appear and the risk of disaster grows.

The rapid pace of change, however, is not something we should seek to slow down; rather, it is something we must embrace. These developments create opportunities along with the risks. Advances in information technology such as cloud computing, secure mobile communications and high-power computing—when joined with new operational frameworks such as the Joint Information Environment—create the possibility of dramatically improving effectiveness and defensibility.

We currently operate on an architecture built with security as an afterthought. Cloud technology provides the means to build more defensible networks and employ better automated tools and virtualization to secure them. By adopting a cloud architecture, we will be better able to "see" our own networks using automated tools, enhance configuration control and patch systems in near-real time. The shift to a cloud architecture also reduces manpower-intensive tasks because many functions can be centralized and automated, enabling personnel to focus on other important missions. Finally, the movement to a cloud architecture makes data accessible regardless of device or location. Assured, mobile and more secure communications are now possible, with the potential to dramatically empower tactical users.



During a visit to U.S. Army Cyber Command, Army Chief of Staff GEN Raymond T. Odierno discusses the future of cyberspace operations and thanks the staff for its dedication in developing cyberspace concepts and mission requirements.

For intelligence analysts, cloud technology means the ability to automate routine work, leaving more time to discover new intelligence information and provide it to military commanders and other consumers in a timely manner. These advances, along with the networking of analysts across disciplines, promise to improve the quality, timeliness and effectiveness of all intelligence operations. The members of the intelligence community and the military services can utilize big data to meet their needs when the stovepipes are collapsed. Improved intelligence collaboration and an increased capability for discovery can become a foundation for Phase 0 operations to prevent conflicts from escalating, and they can provide critical intelligence that enables our forces to operate more effectively in Phases 1, 2 and 3.

Integration Imperative

To maximize the ability of the joint force to defend the nation in cyberspace, protect DoD information and networks, and conduct military operations in all domains, the services—including the Army—need to integrate their information-related capabilities into a single force. Today, the Army has distinct branches for communications and intelligence. This structure, however, tends to produce one for focused on the operation and defense of information ne works and another on information gathering and offens Given the fact that cyberspace is an increasingly integrat and contested domain, this is no longer tenable. To opera effectively in the current operational environment, we nee a single, integrated force to conduct full spectrum cybe space operations; ensure reliable, secure information flo and perform intelligence operations across all disciplines.

At the national level, the threat has already forced us integrate communications and intelligence. In Novemb 2008, in response to the discovery of foreign intelligen malware in our classified networks, then-Secretary of D fense Robert M. Gates placed the Joint Task Force-Glob Network Operations under the operational control of t commander, Joint Force Component Command-Netwo Warfare. Ultimately, both these organizations were merg into U.S. Cyber Command—a critical step reflecting t need to merge cyber security and intelligence in order obtain threat warning and meet national and joint for commander requirements. DoD has realized that the tea conducting cyberspace intelligence, surveillance and recc naissance is the same team that, when authorized, will c liver combat effects. This principle must guide service for structure as well. Each service needs to combine its info mation-related capabilities into a single, integrated info mation corps that can provide assured access to cyberspa resources in a fully integrated manner.

The Way Ahead

We now rely on an information architecture that is dif cult to defend and requires a large force to operate. We a not yet postured to use big data to enable cyberspace, intel

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Soldiers from the Virginia National Guard's Data Processing Unit conduct a computer network defense exercise. The Guard uses small teams to perform defensive cyber operations.

ence and combat operations. Moreover, the services oper-
e and defend only their own networks, despite joint inter-
ependence. We must move to a more defensible,
fficient architecture that relies on a smaller
orce to operate—the Joint Information En-
ironment (JIE).

The Army must build a force that can
ccess this increasingly capable joint
ommunications architecture for de-
loyed and sustaining base operations.
his team must be trained to a single,
oint standard and bring the same ex-
ertise to the operation and defense of
ur networks that we devote to exploita-
on. It should use the power of big data to
nprove the effectiveness of intelligence oper-
tions and provide commanders with assured, se-
ure access to increasingly joint communications. Only a
ull merger of formerly separate communications, intelli-
ence and other information-related communities will
chieve the efficiency and effectiveness gains we need to-
ay. With these changes, the Army can become a leading
ontributor of warfighting capability that will be increas-
ngly important in Phase 0, as well as build a force that will
ncrease the effectiveness of all of the Army's conventional,
pecial operations and cyber formations.

The innovation needed to realize this vision will not be
asy. The Army must transcend traditional barriers be-
ween the communications and intelligence communities—
etween a Signal Corps with an operate-and-maintain
ocus and an intelligence enterprise that exploits in cyber-
pace but is not engaged in defense. We need one force that
ntegrates cyberspace operations and defense and offense
missions with intelligence operations and support for infor-
mation requirements of military operations across all oper-
ational domains. These changes are even more im-
portant in the current budgetary environment.
The Army should seize the possibilities pro-
vided by progress in information technol-
ogy to emerge from a period of fiscal
constraint as an even stronger force.

The Army has made substantial progress by embracing the advantages of the JIE and building a world-class Military Intelligence (MI) brigade to operate in cyberspace. The Army still lacks a framework, however, for the creation of a force that operates, defends and exploits in cyberspace in an integrated manner.

To move forward, the Army must:

- Accelerate implementation of the JIE.
- Develop a road map to unify staffs at all levels, unify force structure, and merge signal and MI organizations at all echelons.
- Merge current signal and MI communities into a single, integrated information corps that operates across missions.

These steps to build an information corps are both efficient and effective, creating improved capabilities using current or reduced resources. They seize opportunities created by advances in information technology; respond effectively to adversary activities; repurpose forces to provide critical new warfighting capabilities; and provide assured access, confident command and control, and the ability to deliver effects. Together, they will reshape our Army into a 21st-century force that is second to none. ★



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The National Museum of the United States Army at Fort Belvoir, Virginia, will be the nation's one and only museum to present the Army's complete history since 1775. It will serve as the Army's national landmark, honor our Soldiers' service and sacrifice, and cultivate public appreciation for Army history and Army values. In short, the Museum will tell the Army story as it finally deserves to be told.

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SOF Warrior Update

By Scott R. Gourley

With a motto of "Operator Focused: On Time, On Target," the Program Executive Office for Special Operations Forces Warrior (PEO SOF Warrior) works across operational environments to provide today's SOF warriors with a wide range of optimized system capabilities. As one of eight PEOs within U.S. Special Operations Command (USSOCOM), PEO SOF Warrior includes nine subordinate product or program offices. Five of these offices are located in the MacDill Air Force Base/Tampa, Fla., area.

Speaking to a recent industry gathering, COL Joe Capobianco of PEO SOF Warrior said, "We really have both sides of the SOF spectrum. We do some clandestine work and 'special' work … and then we do the theater force and 'open' work as well."

COL Capobianco explained that most of the systems in the SOF Warrior portfolio reflect a convergence of SOF-unique operational characteristics, including low visibility/covert operations; high altitude to undersea operational envelopes; organic dependency; precision fires/low collateral damage; specialized



Northrop Grumman



Above left, the medium assault vehicle-light, one of several Special Operations ground mobility vehicles in competition, is modular, carries up to seven operators and can be transported in an MH/CH-47 Chinook helicopter. Above right, the armor non-standard tactical truck is designed to incorporate scalable armor packages.

training; and self-sufficient small units.

In addition to a focus on SOF-unique characteristics, it is clear that many of the systems acquired and fielded by PEO SOF Warrior involve close coordination with the larger services—in some cases, fielding or modifying service-procured equipment, potentially paving the way for subsequent service acquisition of that SOF hardware.

Special Operations Vehicles

A representative example of that potential crossover between SOF and broader U.S. Army service requirements can be found in PEO SOF Warrior's ground mobility vehicle (GMV) 1.1 program. Plans call for USSOCOM procurement of about 1,300 GMV 1.1 platforms, with an eventual fleet mix that includes some of the current Humvee-based GMV 1.0 vehicles.

The program is currently in source selection with award announcement anticipated in late summer. The potential crossover, however, was evident at the October 2012 AUSA Annual Meeting and Exposition, where attendees not only saw the half-dozen candidates poised for the GMV 1.1 competition but also were briefed by their developers on how many of those same platforms could easily be applied to larger service requirements.

The GMV 1.0/1.1 fleet is just one element within the SOF ground mobility portfolio led by PEO SOF Warrior's program manager for the family of special operations vehicles. The portfolio includes more than 3,000 platforms that have been fielded under procurement strategies focused on service-common, modified service-common, SOF-specific and modified commercial off-the-shelf (COTS) acquisition philosophies.

The "heavy" end of the vehicle spectrum includes a limited number of Strykers and a mine-resistant ambush protected vehicle (MRAP) portfolio of RG-31A1, RG-31A3, RG-33A1 RG-33AUV and MRAP All-Terrain Vehicle with SOF-specifi modifications. In the case of the MRAPs, fleet managemen projections call for the fiscal year (FY) 2014 divestment of RG 31A1 and RG-31A3 platforms to the Army's product manage for assured mobility systems, with the remainder of the flee elements either divested or sustained by subordinate SOF ele ments to support enduring requirements.

The "middle" of the SOF ground mobility portfolio in cludes the GMV 1.0 and 1.1 fleets noted above, as well a nearly 400 armored and unarmored non-standard commer cial vehicles (NSCV), which consist of pickup trucks, spor utility vehicles, sedans and vans modified to meet missio needs. The General Services Administration (GSA) recentl awarded a three-year contract, which is expected to procur approximately 90 armored NSCVs per year, to a tean led by Battelle Memorial Institute and including Actio Group, Hollingsworth Logistics, Defense Logistics Ser vices, Gryphon Group, GS Engineering, Triad Service and UPI Manufacturing. A parallel contract for new unar mored NSCVs is in source selection as of this writing, wit an award anticipated around the end of this fiscal year.

The "light" end of the SOF vehicle spectrum currently in cludes a mix of 651 modified lightweight tactical all-terrai vehicles (LTATV) and 593 modified COTS all-terrain vehi cles. GSA procurement of a four-seat platform variant dubbed LTATV Increment 2, is projected for the end of thi fiscal year.

Ammunition and Weapons

A combination of the formerly separate program man agement offices for target engagement systems and muni tions has resulted in a newly structured program manage (PM) for ammunition and weapons within PEO SOF War rior. The current office structure includes more than 70 pro grams covering anything an operator wears, carries or fire on the battlefield.

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

"We touch on everything that makes our operators more ective, through making sure they understand what's go- on and are environmentally aware, and also through hality," said MAJ Leith Ames, assistant program man- er for visual augmentation systems/weapons acces- ries. He offered an overview of selected programs that llow a path of "acquiring evolutionary capabilities" with ocus on size, weight and power factors.

"We want to continue to look at making [equipment] naller or combining capabilities to make the overall size cubic volume that an operator has to carry smaller, ghter, with the most effective and efficient use of power," AJ Ames said. "We are doing all of that in conjunction ith looking at specific life cycle costs to USSOCOM."

He outlined a range of life cycle plans and projections rough FY 2017 for several helmet-mounted and hand- eld night vision devices, fire support devices, weapon ounted lights and lasers, and a range of weapon mounted sual augmentation devices and day sights. The "road aps" included existing service efforts, official USSOCOM rograms of record, research and development projects that ould feed an existing program or transition into a new rogram of record, and "opportunities that don't currently ave a stated requirement but could feed into something se as a technology insert or block upgrade."

Elaborating on how new technologies could support vi- ual augmentation systems, MAJ Ames offered the example binocular night vision devices.

"We're currently fielding image intensified tubes," he id. "What we are moving toward is a 'fusion' tube that e will begin fielding this summer. Ultimately, we're look- g at the digital realm. Everyone understands what that ould provide as far as sharing information between sys- ms, but we haven't really gotten over the threshold of the arity that the image intensified gives s versus what digital is currently giv- g us. It is the push for the future be- ause we see a lot of upside, but we're st not there yet. As we see science nd technology moving forward with hat, we will continue to take a look to ee when we might transition."

Another potential technology exam- le surfaced in the fire support device rena, where MAJ Ames identified U.S. rmy Special Operations Command USASOC) interest in an observation evice with integrated laser pointer. He said the combination would allow our guys to really choose 'in the mo- ent'—not necessarily back when ey were doing mission planning ut as they are on the objective—de- ending on what assets they have. gain, there is no stated requirement ight now, but it is something that JSASOC specifically is looking at and potentially will come up in the near future."

In terms of weapon mounted scopes, MAJ Ames offered the example of the recently awarded enhanced combat optical sight-optimized (ECOS-O), which combines an Aimpoint Micro T-1 sight with a modified Leupold Mark 6 scope. "This takes two capabilities and packages them into one," he said. "Right now we see that as an additive capability. We'll be going through testing this summer and we will see where it lays out, but we're really going toward combining capabilities."

According to Maj. Skip Barth of the U.S. Marine Corps, the majority of SOF-unique weapons in the PM ammunition and weapons portfolio are in the sustainment phase of the acquisition process, with smaller amounts of fielding and divestment for selected systems.

The SOF Warrior sniper weapon road map divides systems into light, medium and heavy categories. Light sniper systems include the U.S. Navy's MK20 7.62 mm sniper support rifle and the Army/Marine Corps' M110 7.62 mm semiautomatic sniper system. Medium systems include the Marine Corps' MK13 MOD5 and MOD7 .300 WINMAG, and the Army's M2010 .300 WINMAG and precision sniper rifle (PSR), recently awarded to Remington Defense, which features three caliber options: 7.62 mm, .300 WINMAG and .338 Lapua. Heavy sniper weapons include the Navy's MK15 .50-caliber and the Army/Marine Corps' M107 series .50-caliber system. Longer term "heavy sniper" technology efforts are also being directed toward an effort identified as the clandestine breakdown sniper system.

"Right now the PSR is going solely to USASOC," Maj. Barth said. "However, other USSOCOM components are also looking at it, as well as the 'big services,' potentially as a replacement for some of their sniper systems. There's not a whole lot [of assault weapons] in terms of SOF-unique



Scott R. Gourley

Leupold's enhanced combat optical sight-optimized combines an Aimpoint micro T-1 sight with a modified Mark 6 scope. Program Executive Office for Special Operations Forces Warrior is moving toward combining capabilities and is testing it this summer.



U.S. Air Force/TSgt. Brian M. Boisvert

PFC Samuel Collins, 503rd Airborne Infantry Regiment, mans an MK48 7.62 mm machine gun in eastern Afghanistan. The weapon was designed to be lightweight and compact for special operations forces to provide suppressive fire at extended ranges.

systems, but I would point out that we do have the [FNH USA] MK17 combat assault rifle. This is the mainstay for that program. Although it is a 7.62 mm, there is a 5.56 mm conversion kit, so now the operator has the ability to have a multicaliber weapon system to take into the fight. If 5.56 is the solution for that particular mission set, he can install the conversion kit and utilize that. There are also various barrels for things like CQB [close quarter battle] or longer range that the operator has the capability to use."

Many of the program divestments in SOF-unique weapons are planned for the crew served weapons arena. Maj. Barth offered the example of the MK46 5.56 mm lightweight machine gun. "It's currently used by a couple of our components; however, we do have some big divestitures—in particular, USASOC, which is going with a service-common weapon. As we talk about a fiscally constrained environment, they looked at a service-common solution that met the requirement and decided to divest of most of those. They are holding on to some of them for some of the components within USASOC, but the vast majority are going to be going away.

"For the MK48 7.62 mm lightweight machine gun, the Navy picked that up as a service-common weapon system, so now [Naval Special Warfare Command] gets that directly from the Navy. It's no longer SOF-unique for them, but it is for the remainder of our components. Once again, USASOC has gone with a service-common solution for most of those systems, although they will be holding on to some of those for some of their components."

Other Portfolios

Other portfolios within the PEO SOF Warrior address needs ranging from survivability and individual equipment to the specialized needs of SOF casualty care. MAJ Jason Rissler, systems acquisition manager for soldier survival support and equipment systems, outlined the survivability portfolio by identifying categories of body armor/load carrying systems, environmentally protective combat uniforms, communications headsets and a miscellaneous category encompassing eye protection, backpacks and the mounts for the visual augmentation systems previously described. Noting that the underlying approach to the portfolio involved "modernization through sustainment" and incorporating either incremental or revolutionary improvements, he identified reduced weight and bulk for the individual operator as his number one priority in that process.

As with the other systems, the portfolios were supported by road maps that sought to optimize and coordinate capabilities with larger service-common initiatives and emerging technologies. One identified exception involved waterproof communications headsets.

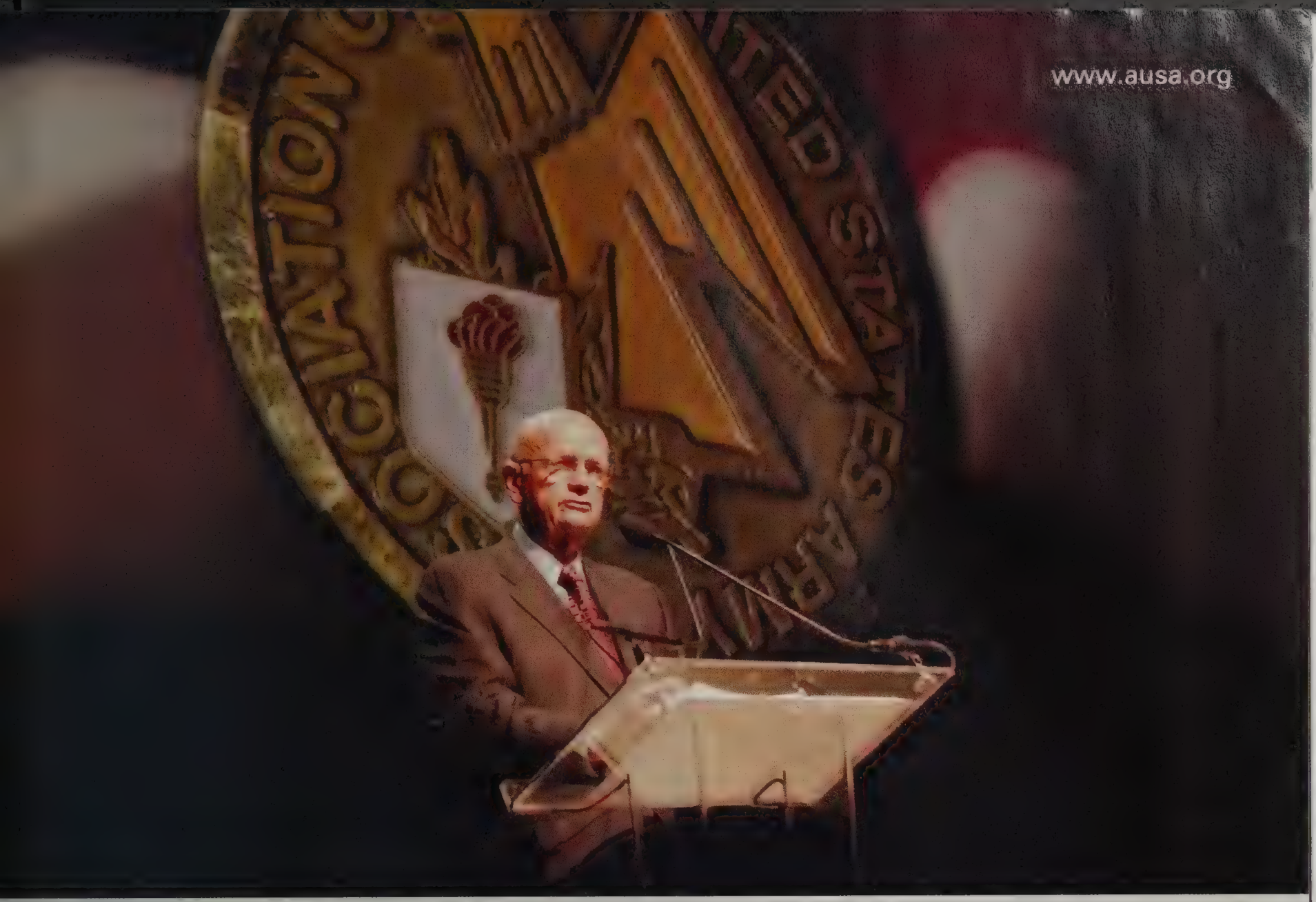
One final group of briefers highlighted the unique requirements of SOF medical care. While significant coordination of trauma/medical care takes place across the services, the special operations community brings some unique requirements, beginning with remote operational profiles where tactical exigencies may translate to efforts to extend the traditional "golden hour" for medical evacuation to 48 hours or more. Those unique requirements have led to an emphasis on new technologies such as freeze-dried plasma and other advanced casualty care enablers.

Operator Involvement

Reflecting across all elements within the PEO SOF Warrior portfolio, COL Capobianco emphasized the importance of operator input as a critical element across the acquisition processes.

"The way I see it is that the success of the USSOCOM streamlined acquisition process is really tied to inclusivity," he said, defining inclusivity as "being operator focused and having operational input and feedback in all aspects and all phases of our acquisition process."

The inclusive approach epitomizes the organization's motto: "Operator Focused: On Time, On Target."



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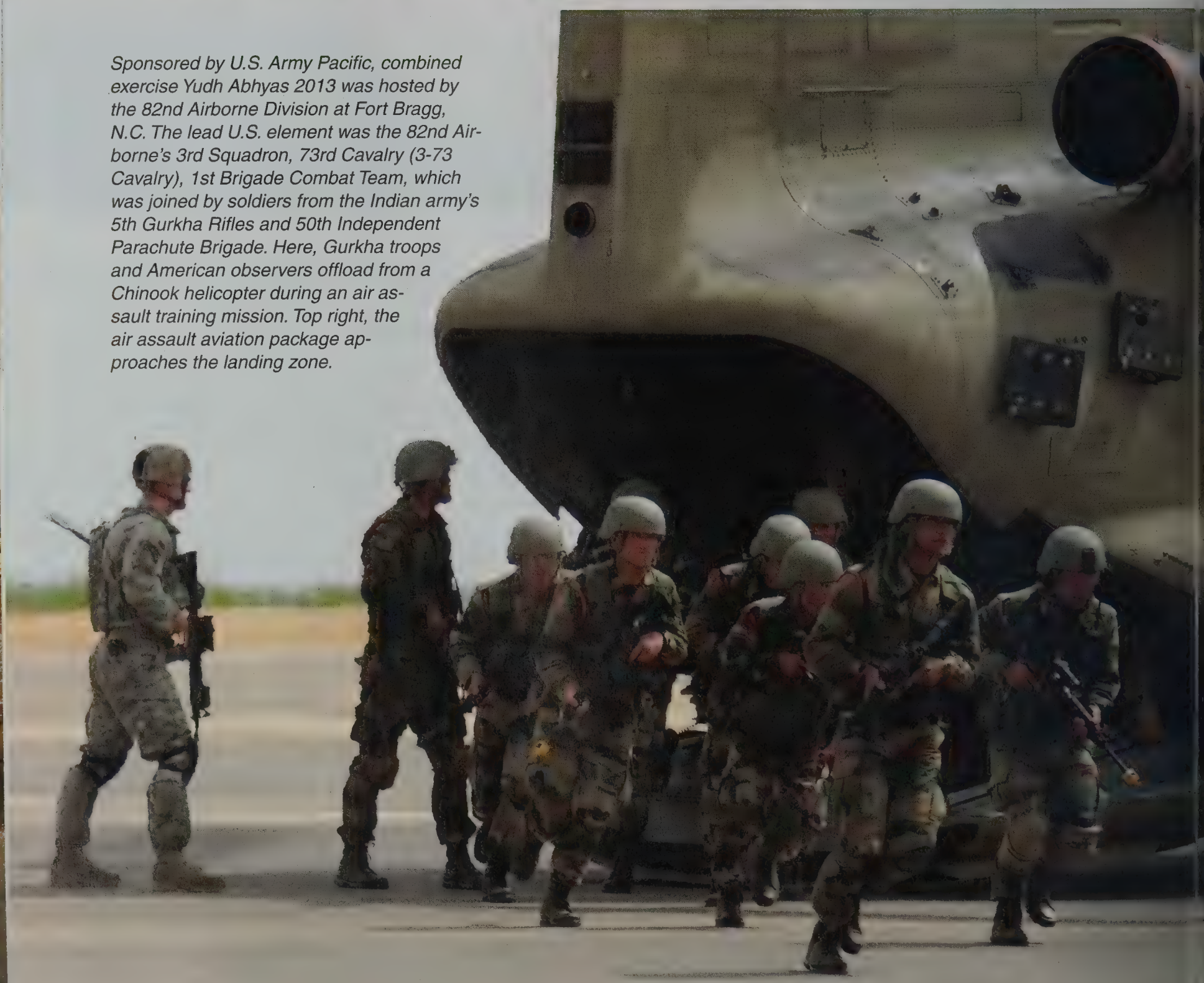
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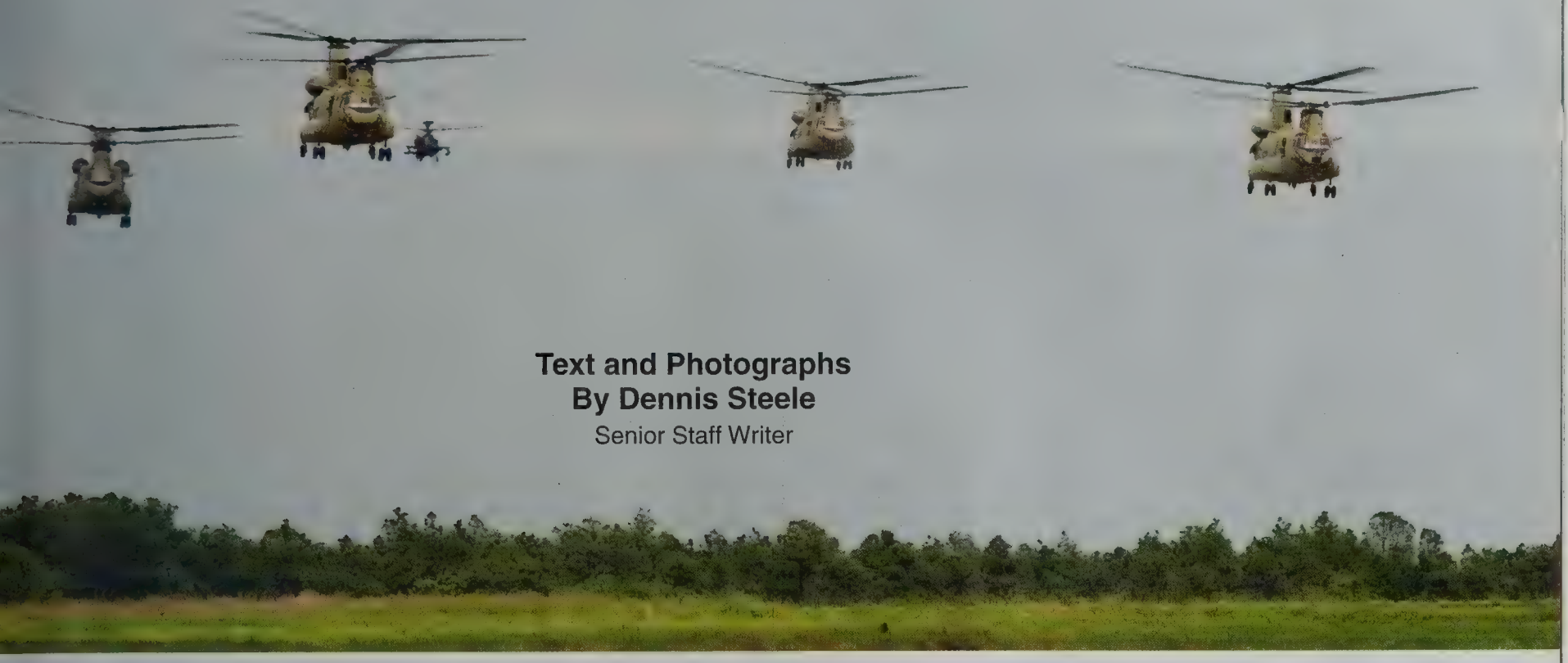
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Pacific Partnership at Fort Bragg

Learning to Operate 'At the Speed of Trust'

Sponsored by U.S. Army Pacific, combined exercise Yudh Abhyas 2013 was hosted by the 82nd Airborne Division at Fort Bragg, N.C. The lead U.S. element was the 82nd Airborne's 3rd Squadron, 73rd Cavalry (3-73 Cavalry), 1st Brigade Combat Team, which was joined by soldiers from the Indian army's 5th Gurkha Rifles and 50th Independent Parachute Brigade. Here, Gurkha troops and American observers offload from a Chinook helicopter during an air assault training mission. Top right, the air assault aviation package approaches the landing zone.





Text and Photographs
By Dennis Steele
Senior Staff Writer

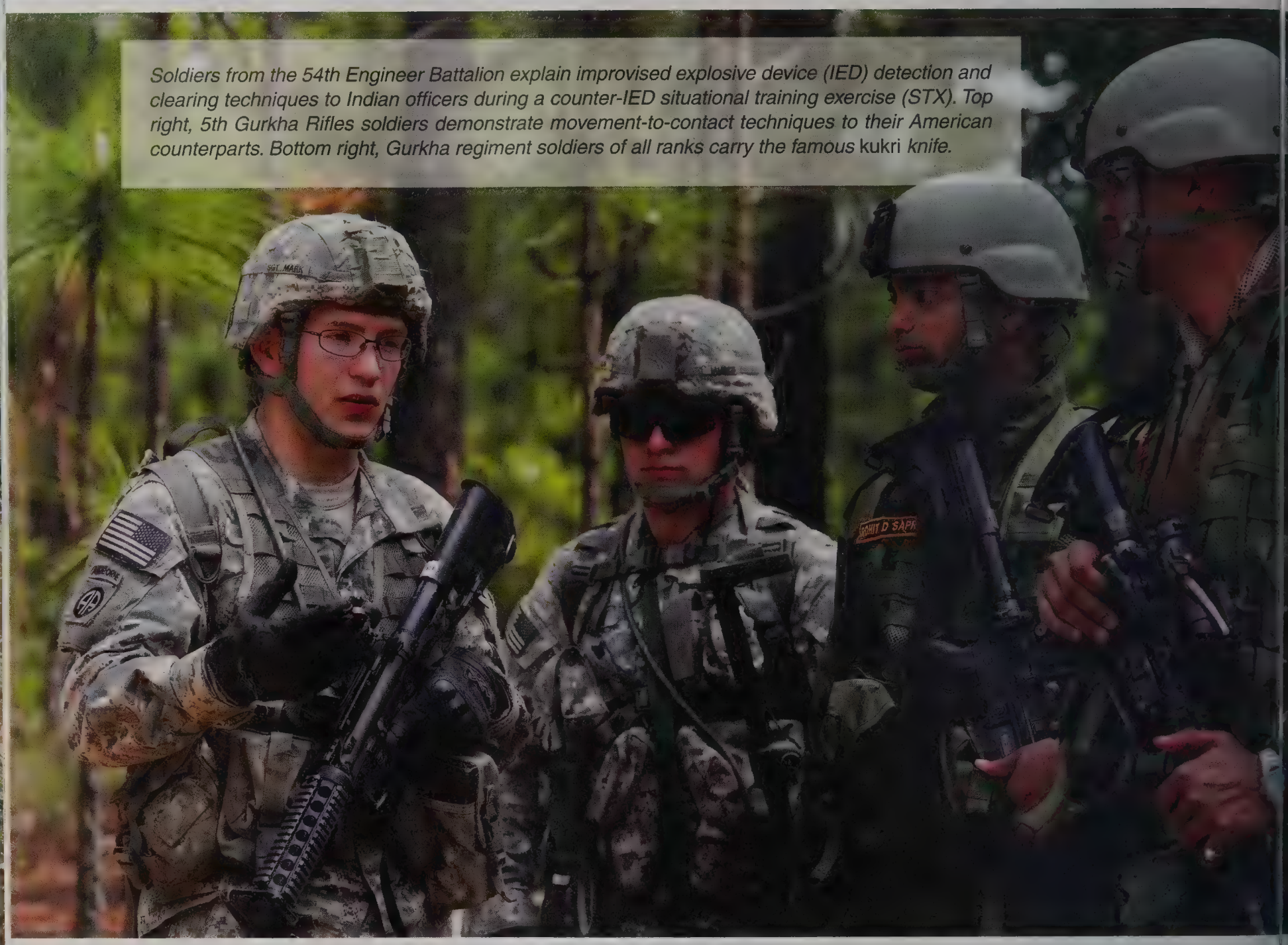


Sponsored by U.S. Army Pacific (USARPAC) and hosted by the 82nd Airborne Division, elements of the Indian army and U.S. Army conducted a two-week combined command post/situational training exercise at Fort Bragg, N.C., in May.

Called Yudh Abhyas 2013, the exercise brought together elements of Indian army units under the 99th Mountain Brigade—the 2nd Battalion, 5th Gurkha Rifles and 50th Independent Parachute Brigade—and the 82nd Airborne's 3rd Squadron, 73rd Cavalry (3-73 Cavalry), 1st Brigade Combat Team (BCT).

The exercise was the ninth in the Yudh Abhyas series, which started in 2004 under USARPAC's partnership program, and it was the first to be held in the continental United States, having previously been held in Alaska, Hawaii and India. Yudh Abhyas means "training for war" in Hindi.

Yudh Abhyas 2013



Soldiers from the 54th Engineer Battalion explain improvised explosive device (IED) detection and clearing techniques to Indian officers during a counter-IED situational training exercise (STX). Top right, 5th Gurkha Rifles soldiers demonstrate movement-to-contact techniques to their American counterparts. Bottom right, Gurkha regiment soldiers of all ranks carry the famous kukri *knife.*

It also was the largest of the exercise series to be held thus far, involving multiple company-level units and battalion-level command elements in the field and a combined brigade-level staff for the command post exercise.

The exercise's notional scenario brought together Indian and U.S. soldiers as a U.N. task force protecting an ongoing humanitarian assistance operation from an armed threat that cut off aid from U.N. and nongovernmental organizations (NGOs) and threatened the civilian population. The combined Indian/U.S. task force was called in to reopen the air lodgment for humanitarian assistance, reestablish security and work with the NGOs through the local government to get aid flowing again.

After nearly 12 years of combat operations in Iraq and Afghanistan, the exercise gave the 82nd Airborne troops the opportunity to train for conceived future operations as a global rapid response force and for soldiers of both nations to learn from each other. The Indian units have been countering internal and external threats in extremely challenging terrain for many years, and the Indian army is o of the most experienced U.N. peacekeeping contributors. is currently involved in about 30 international operatio several of which have been going on for decades.

At the combined task force level, the exercise further the goal of reinforcing combined interoperability, planni and communications. At the small-unit level, it centered integrating tactical and procedural interoperability. At t individual soldier level, it focused on building confide in each other's capabilities.

LTC Phillip D. Sounia, commander of the 3-73 Caval the 1st BCT's lead unit participating in Yudh Abhyas 201 saw the exercise's objective in terms of the 82nd Airborn fundamental tactical operational environment: Trust t soldier on your left and right, move out and accomplish t mission.

"In the 82nd Airborne, we operate with ambiguo mission sets in a world that's already ambiguous," h said. "That's how our guys are brought up. Even if you dropped in the wrong spot, the start point is that you



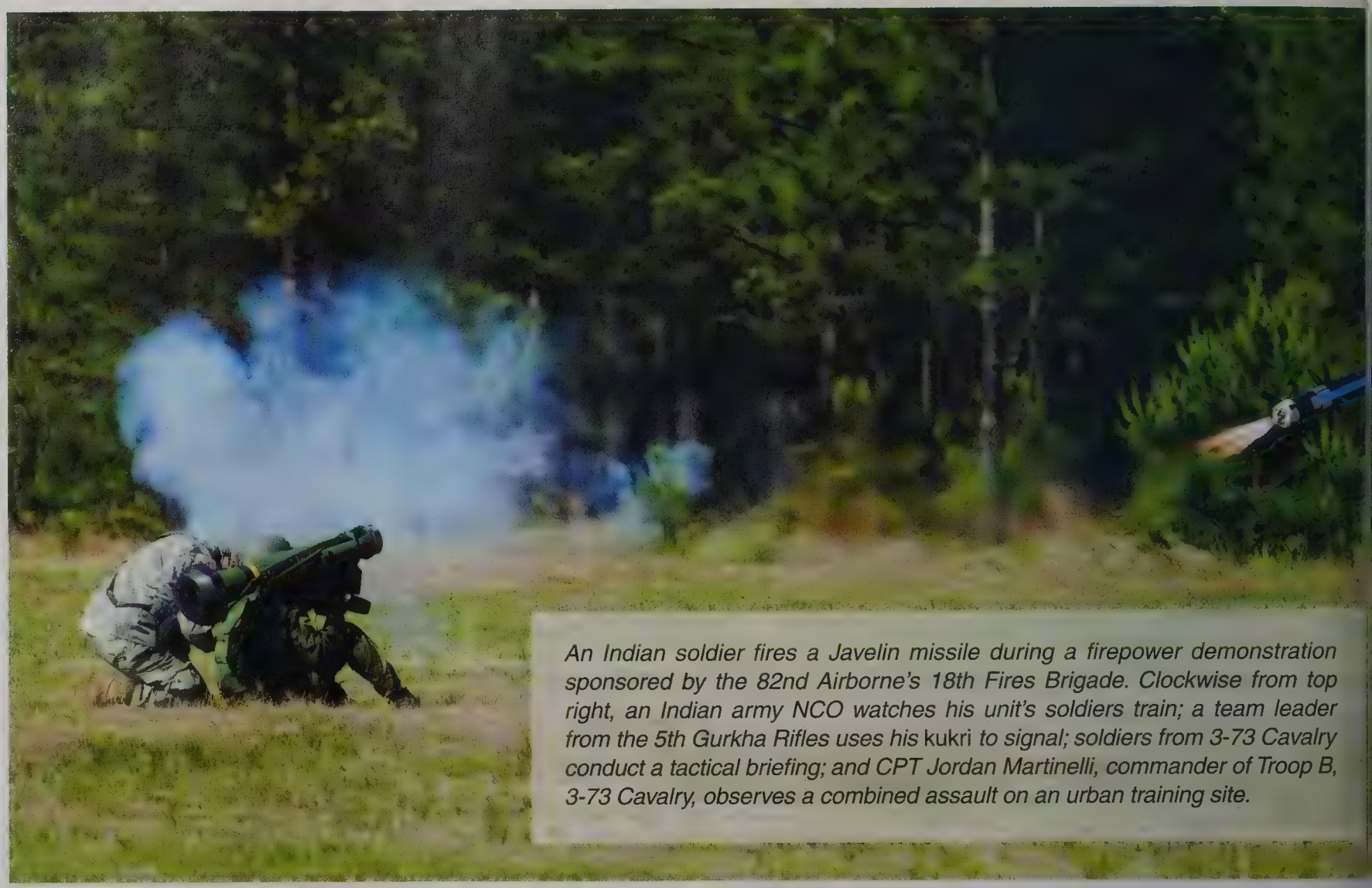


surrounded; figure it out from there."

He continued, "On a drop zone, when we land in the middle of the night, you don't know who's on your right and left, but you grab some guys, and you're confident in their abilities. ... In the morning, I might find out that one's a major, one's a private and six are cooks, and that's fine because I know their capability sets, and we know each other. The trust that you move with is the trust of a paratrooper. We're going to strike, and we're going to hold.

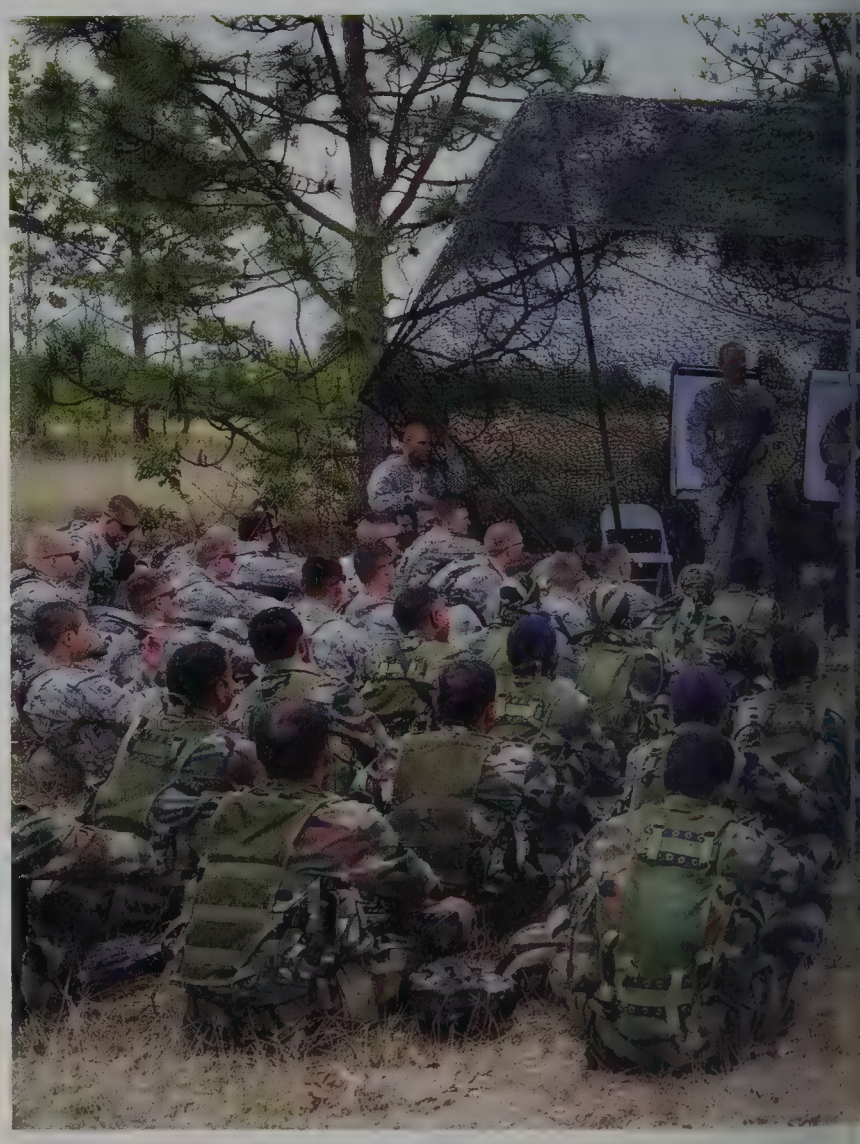
"The same thing holds true in building trust during this exercise," he said. "When you have that trust, you can move. You can *really* move. You're not questioning; you're just believing. Once you have that trust established and that relationship is there ... we can operate at the speed of trust and we can do anything. Those things allow you to achieve success and achieve excellence.

"The Indian army is an incredibly competent force. It's a relationship that we should maintain," LTC Sounia added. "At some point, our countries' paths may merge, and we could be conducting operations together. The speed at which we can conduct those operations and the ability to avoid confusion is important. Problems are offset when people know each other."

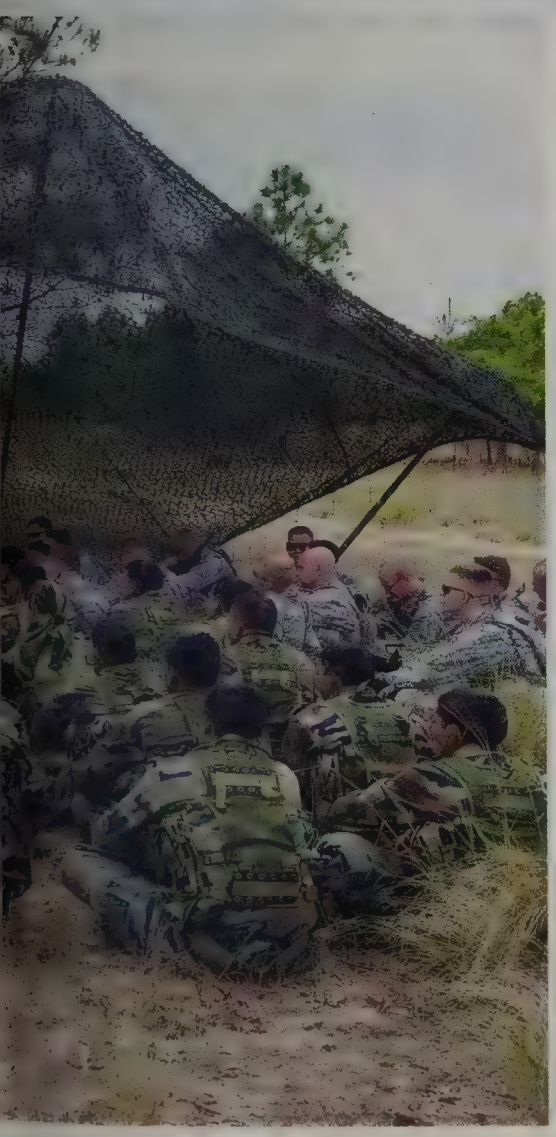


An Indian soldier fires a Javelin missile during a firepower demonstration sponsored by the 82nd Airborne's 18th Fires Brigade. Clockwise from top right, an Indian army NCO watches his unit's soldiers train; a team leader from the 5th Gurkha Rifles uses his kukri *to signal; soldiers from 3-73 Cavalry conduct a tactical briefing; and CPT Jordan Martinelli, commander of Troop B, 3-73 Cavalry, observes a combined assault on an urban training site.*













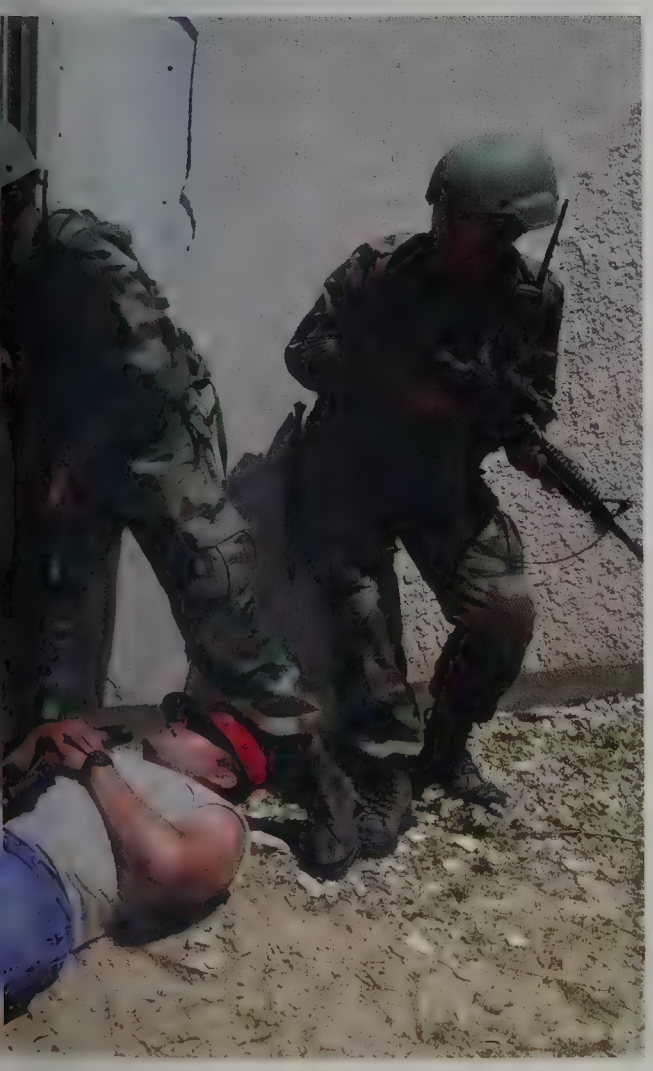


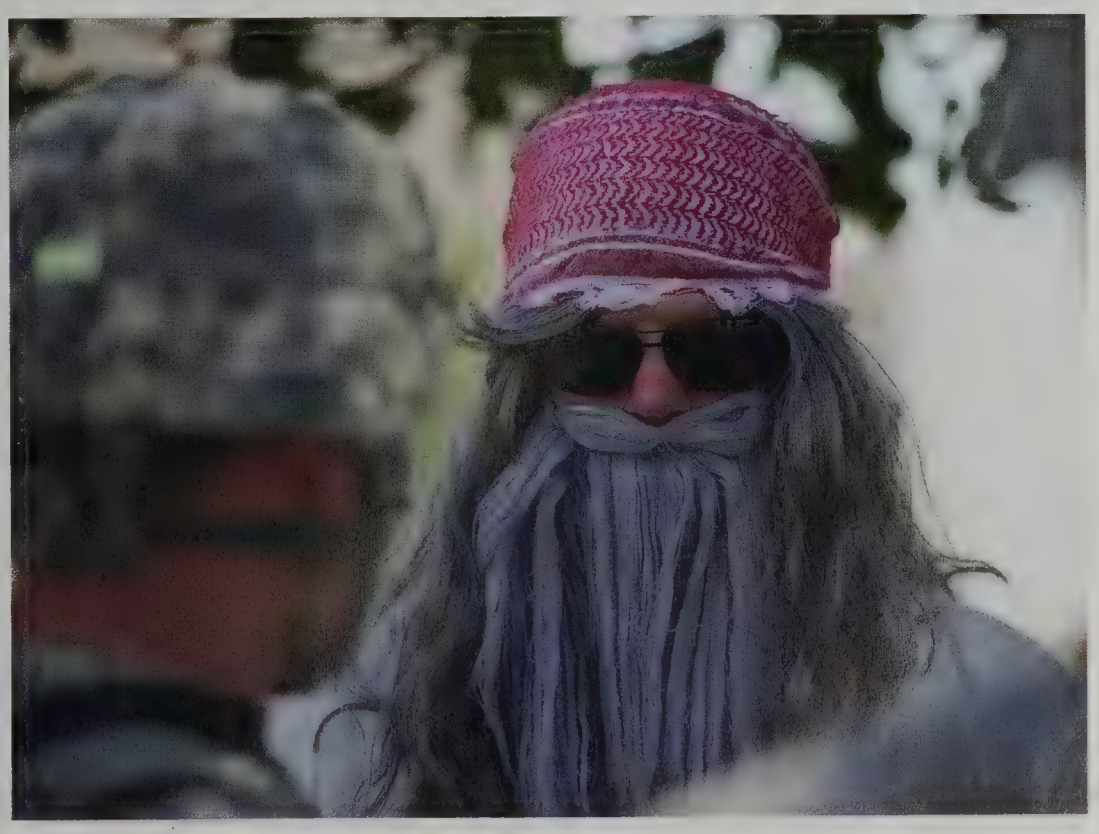


Clockwise from top, a 3-73 Cavalry Humvee crew provides security for an Indian army unit; a Gurkha soldier keeps watch; an Indian unit leader and his radio operator take cover behind an American vehicle while the gunner radios a situation report; a costumed role player from Troop A, 3-73 Cavalry, is questioned about activities in his town; another American role player acts as a casualty while Indian soldiers conduct an assault to capture a high-value target; and Indian soldiers cross an open area during an STX.



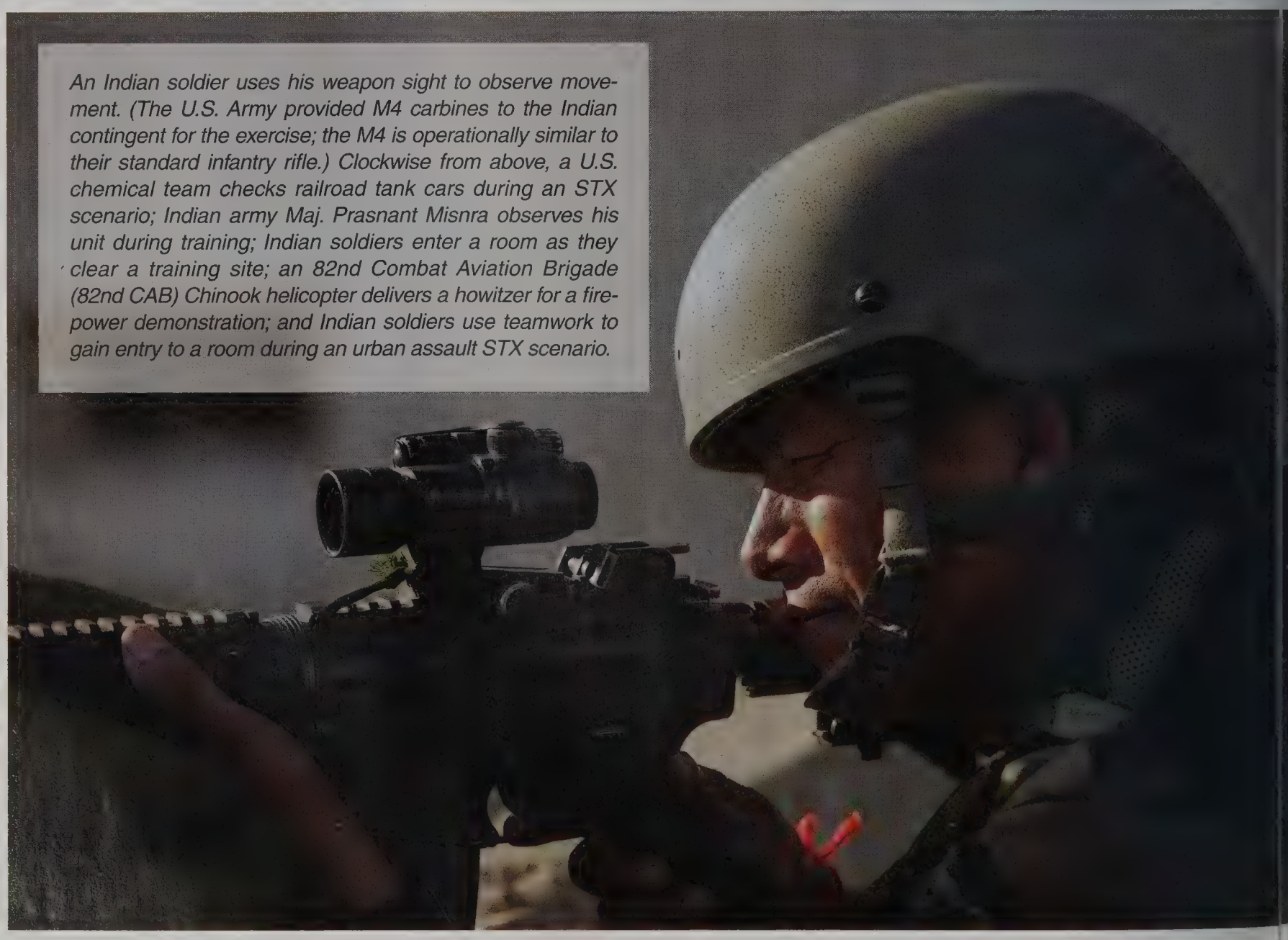












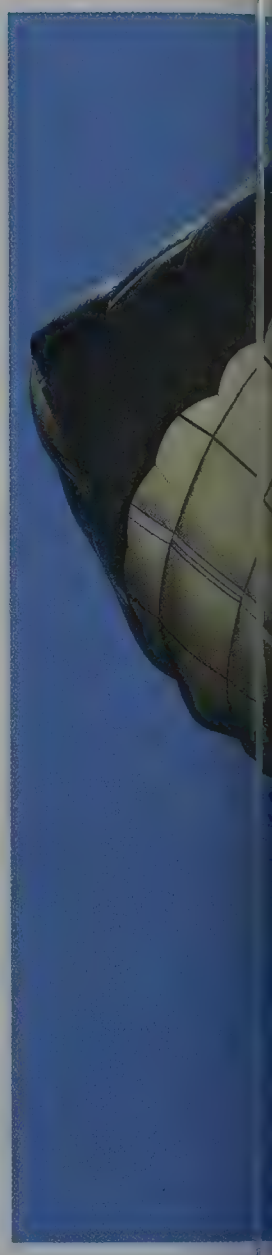
An Indian soldier uses his weapon sight to observe movement. (The U.S. Army provided M4 carbines to the Indian contingent for the exercise; the M4 is operationally similar to their standard infantry rifle.) Clockwise from above, a U.S. chemical team checks railroad tank cars during an STX scenario; Indian army Maj. Prasnant Misnra observes his unit during training; Indian soldiers enter a room as they clear a training site; an 82nd Combat Aviation Brigade (82nd CAB) Chinook helicopter delivers a howitzer for a firepower demonstration; and Indian soldiers use teamwork to gain entry to a room during an urban assault STX scenario.



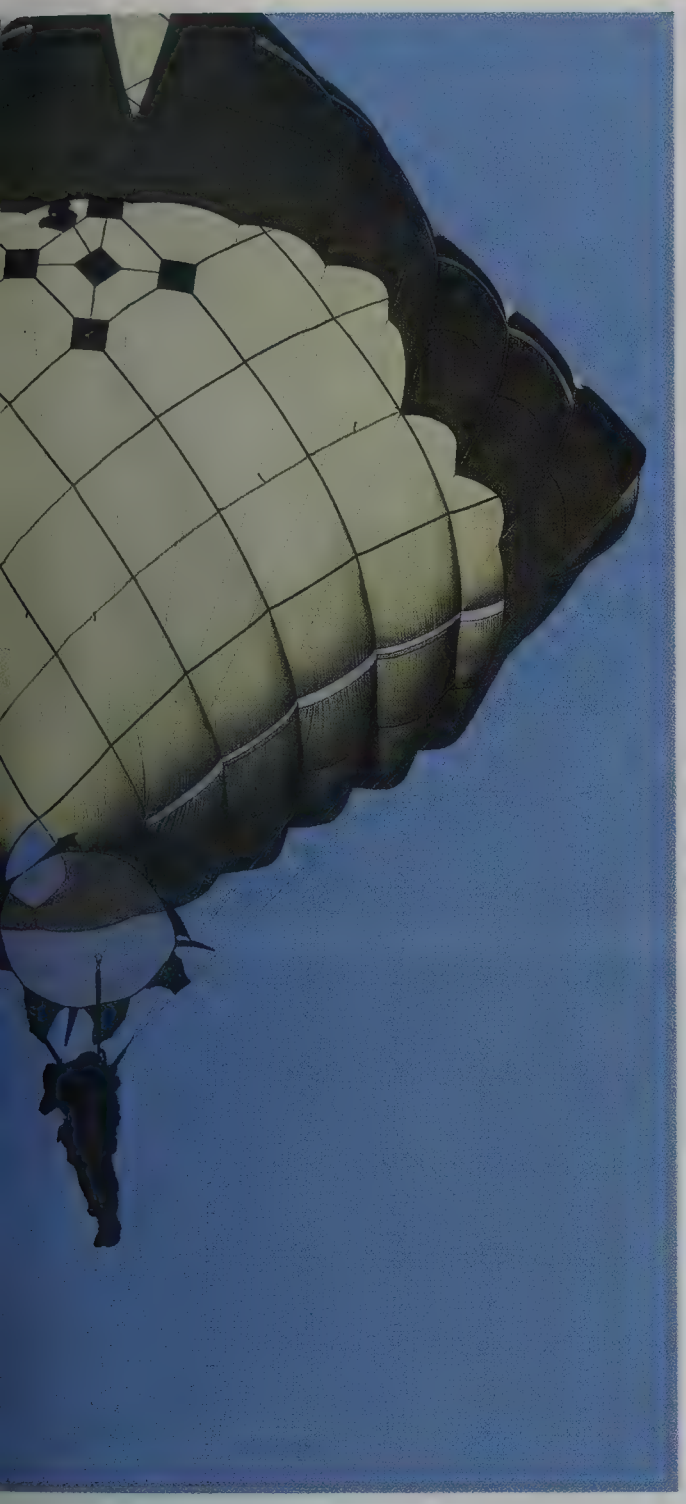








An Indian paratrooper recovers his parachute after making a jump with his American counterparts. Clockwise from above, American jumpmaster 1LT Andrew McCornack, from Troop C, 3-73 Cavalry, checks a paratrooper from the 50th Independent Parachute Brigade before his jump; a soldier descends to the drop zone using a T-11 parachute; 5th Gurkha Rifles soldiers wait before moving forward during an air assault exercise; and an 82nd CAB Apache attack helicopter makes a pass during a firepower demonstration.



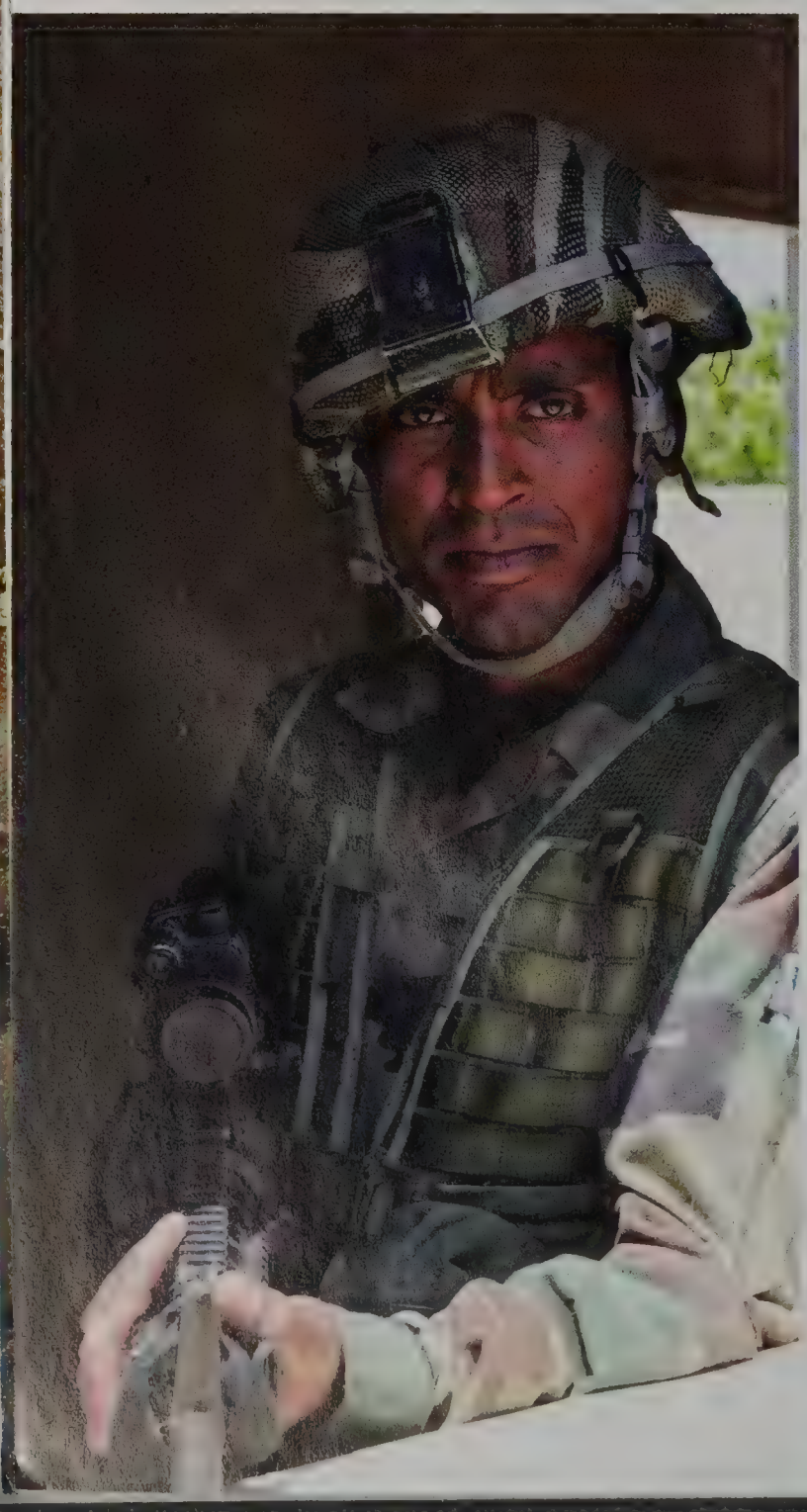

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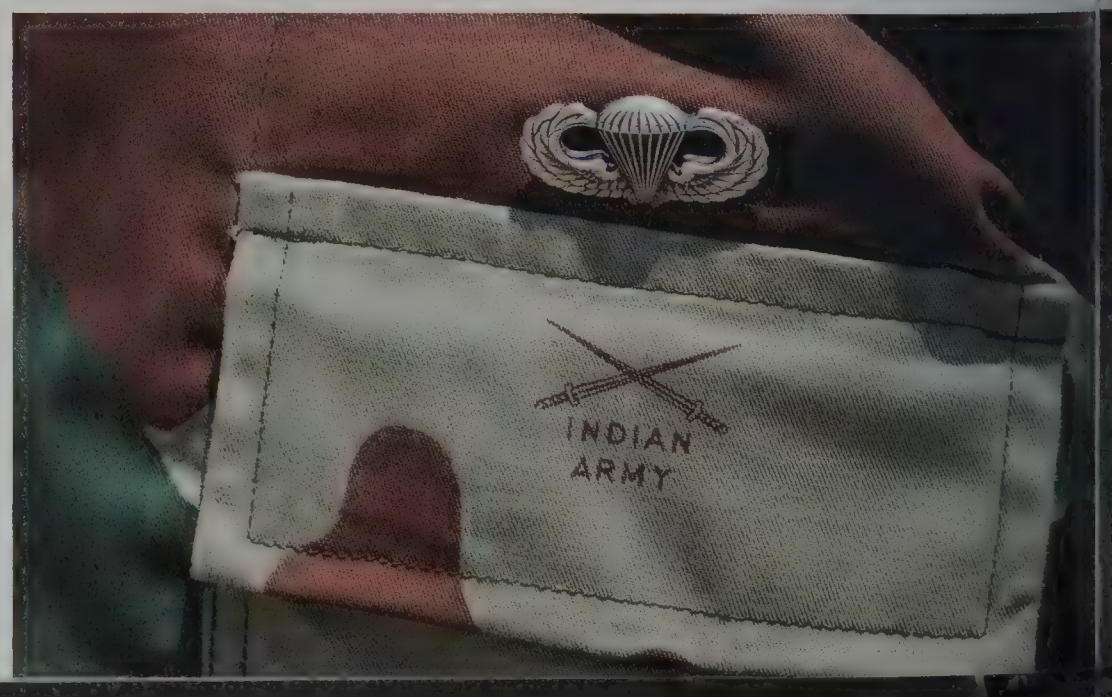
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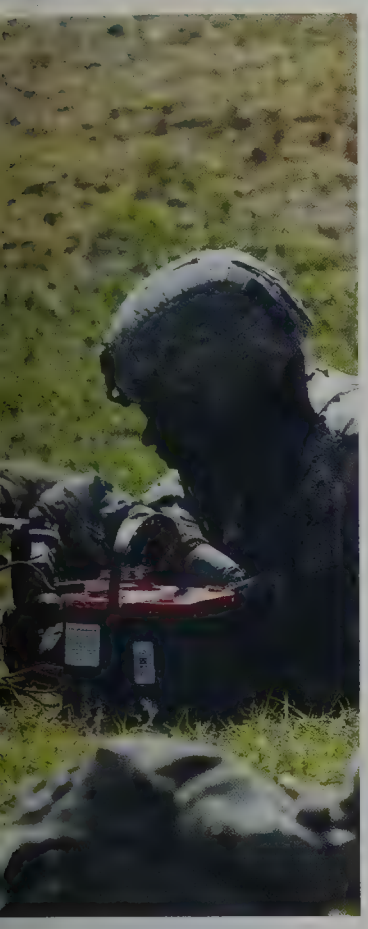




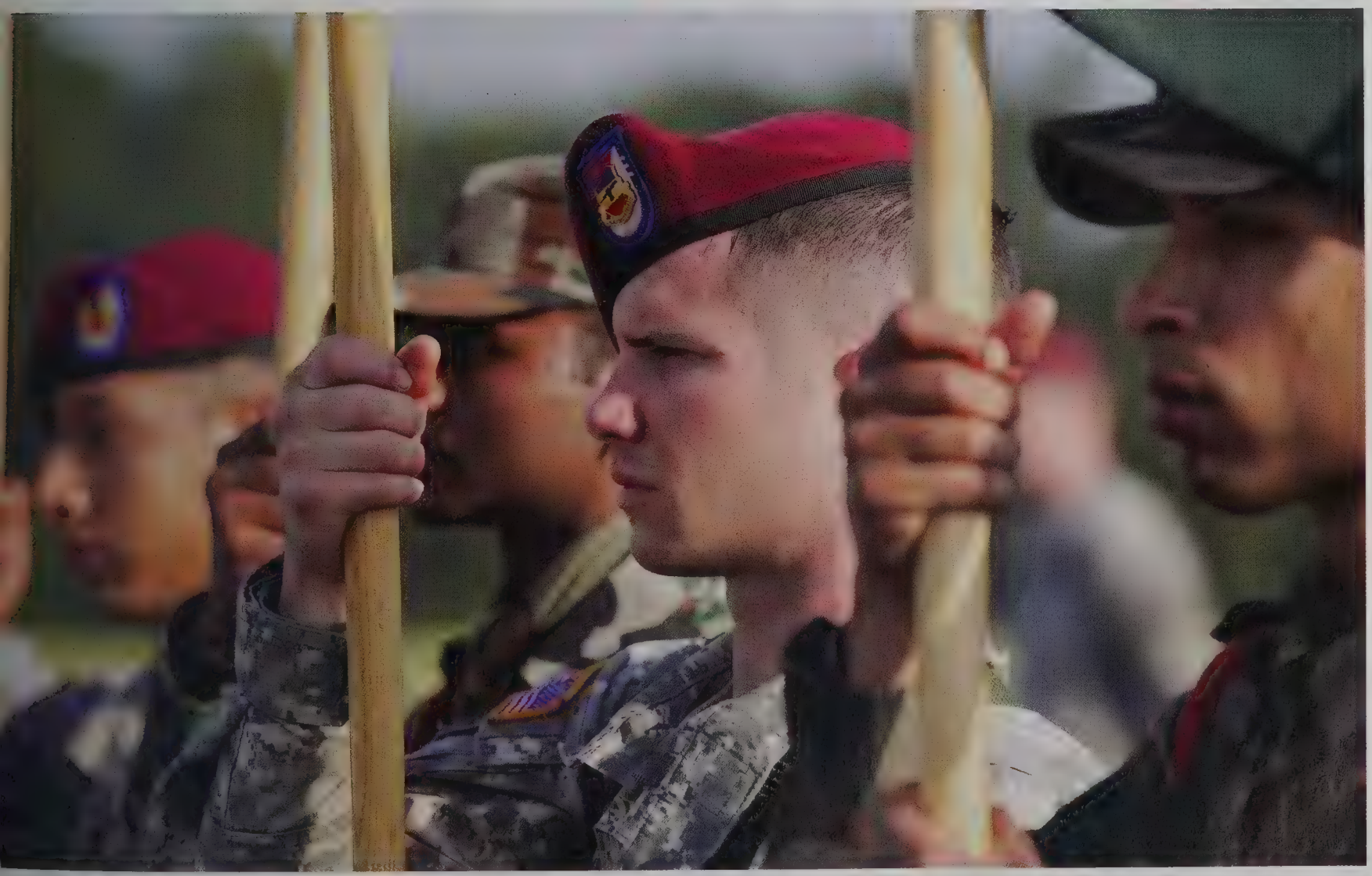








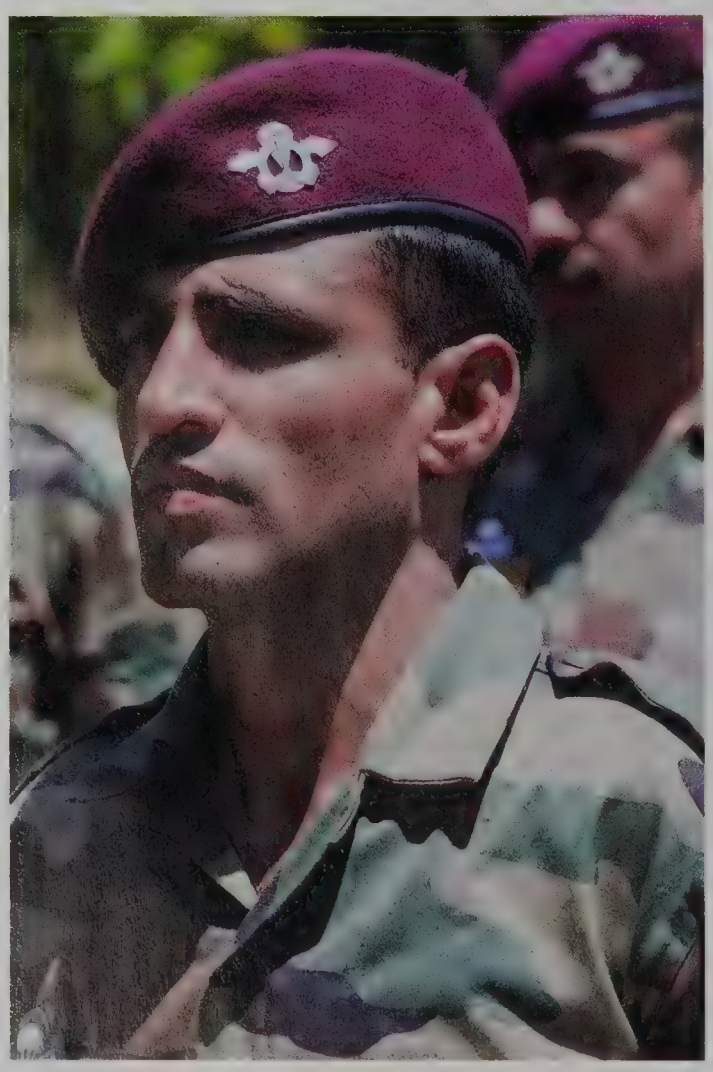


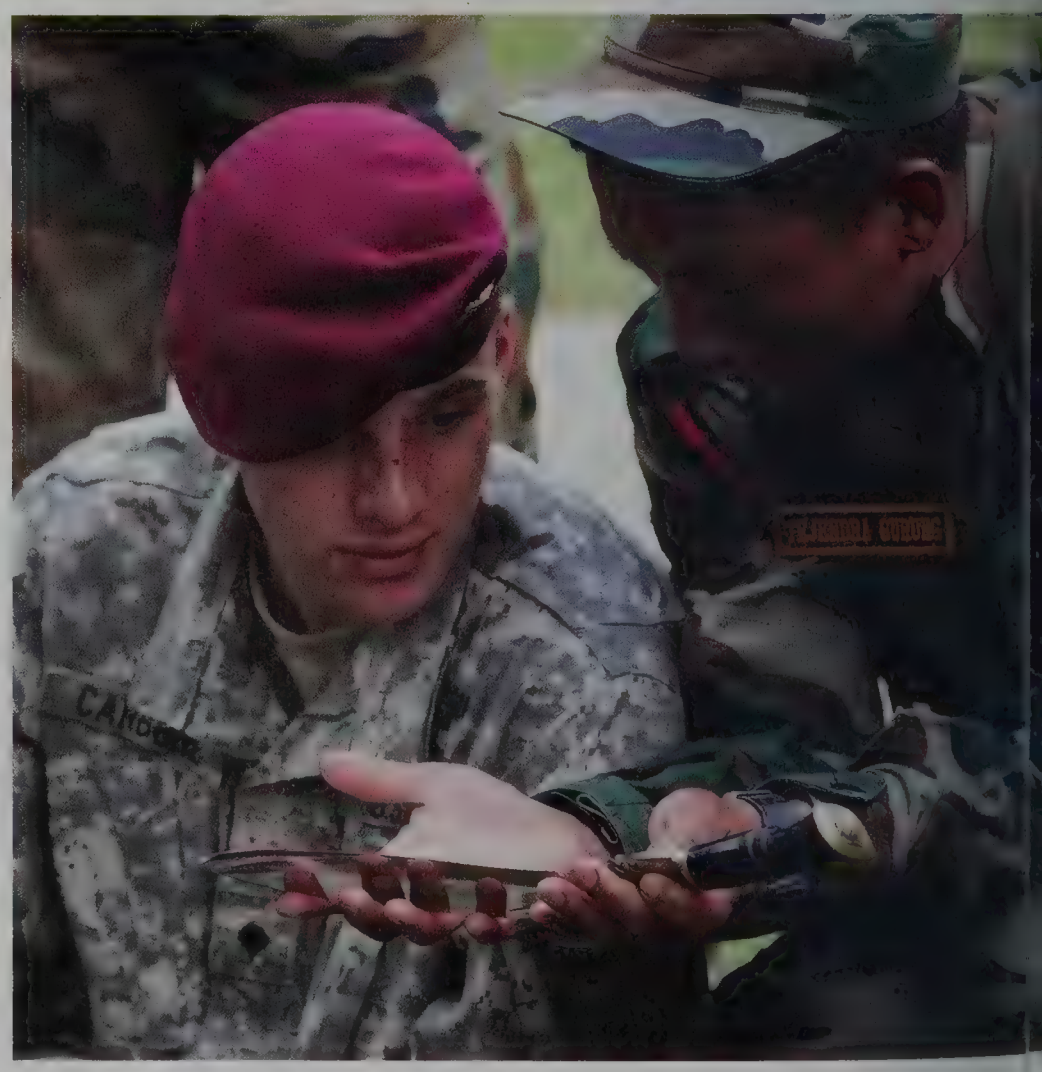


bove, a combined U.S.-Indian color guard prepares for the exercise's closing ceremony. Left, a U.S. Army parachutist badge decorates n Indian paratrooper's uniform after the wings were presented during a ceremony on the drop zone after a combined jump; middle, In-ian and American soldiers congratulate each other after a soccer match; and, far left, an Indian solder from the 50th Independent 'arachute Brigade participates in STX training. Top row, from left, SPC Jakob Brouillette from the 3-73 Cavalry explains functions of his 'M210 sniper rifle; a control team from the 18th Fires Brigade plots a fire mission; and 3-73 Cavalry soldiers dish out food for their In-ian counterparts during a unit barbeque.

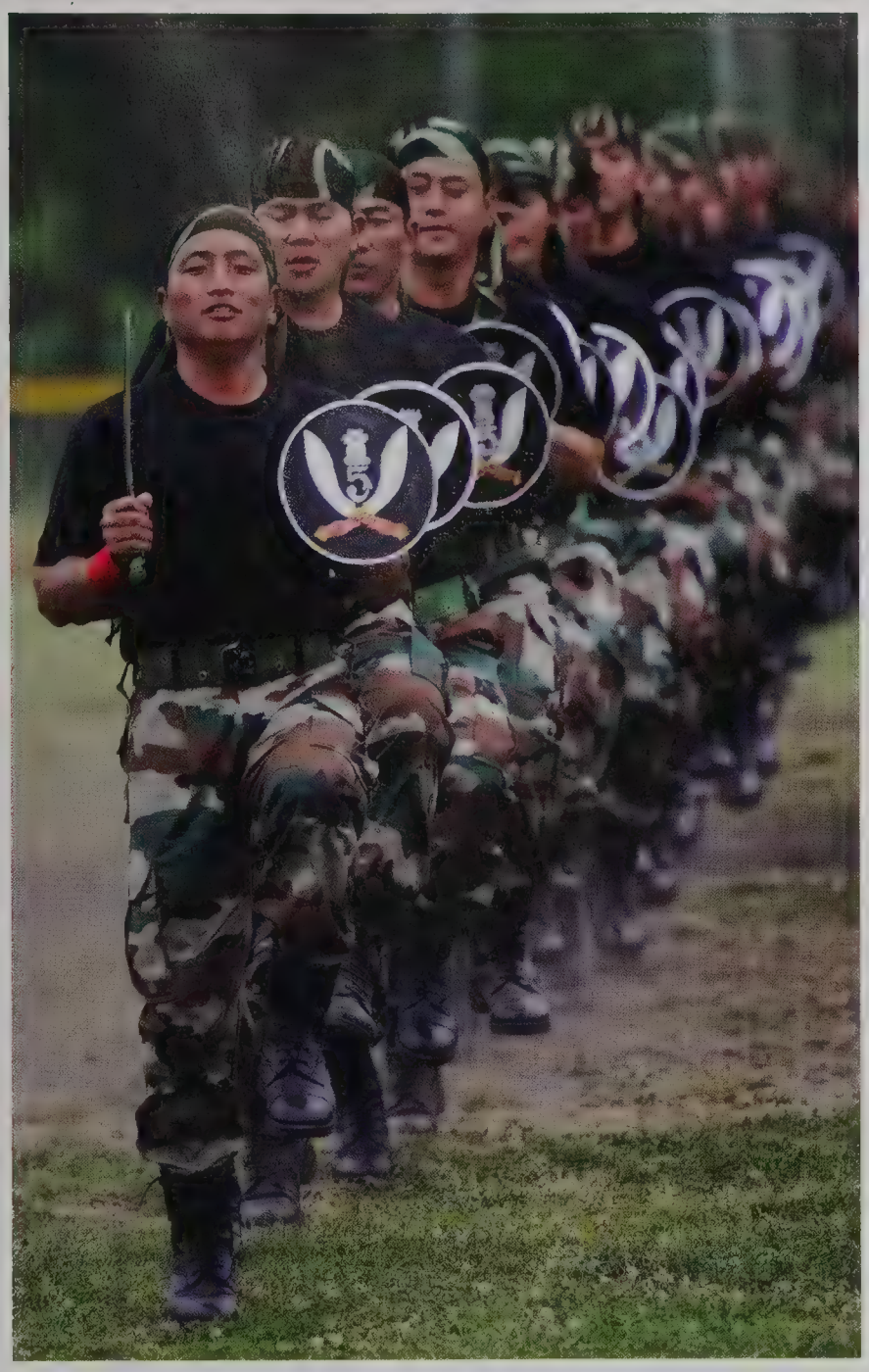

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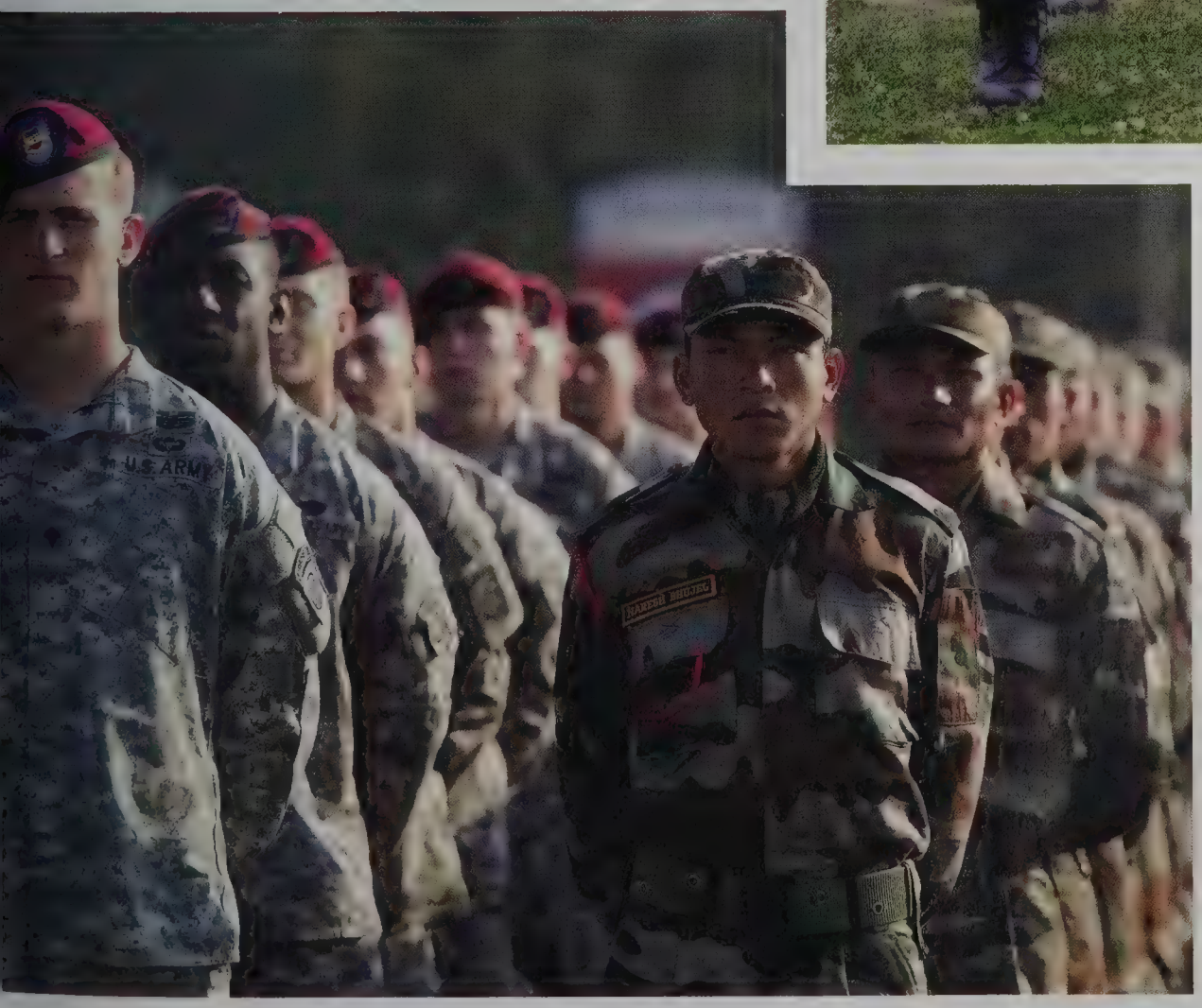












Top row from left, a combined color guard participates in the exercise's closing ceremony; American jump wings rest on a presentation board for award to Indian soldiers from the 50th Independent Parachute Brigade; and a demonstration team from the 5th Gurkha Rifles performs. Bottom row from left, an Indian paratrooper waits to receive his American jump wings; a 5th Gurkha Rifles soldier explains features of the kukri *knife to SPC Cooper Carbone, 3-73 Cavalry; and Indian and U.S. soldiers stand together for exercise Yudh Abhyas 2013's closing ceremony.* ★

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VISION QUEST



Oshkosh Defense

By Scott R. Gourley

From recent lessons learned on the rugged roads of Afghanistan to the uncertain tracks of future geographic contingencies, vehicle suspensions are a topic of significant activity and developmental interest to the Army. Recent evidence of this was provided when the U.S. Army Research Laboratory announced in November 2012 that it had teamed with the University of Maryland for "unconventional studies that could forever change vehicle suspension systems." Meanwhile, representative examples of today's state-of-the-art suspension designs are being applied in fleet retrofit programs and studied in the testing of emerging vehicle platforms.

Several recent suspension retrofit efforts were prompted by the transition of U.S. combat operations from Iraq to Afghanistan. Many of the Army's Category I mine-resistant ambush protected (MRAP) vehicles received suspension upgrades that included a fully independent suspension system (ISS) to replace the solid-axle system provided at the time of purchase. (Subsequent MRAP procurements included the ISS built on the production floor.)



Navistar Defense

Above, Navistar Defense's MaxxPro Dash has independent suspension, which gives the mine-resistant ambush protected vehicle (MRAP) greater maneuverability and a tight 54-foot turn radius.

Gordon Wolverton, director of MaxxPro programs at Navistar Defense, offered the company's MaxxPro Dash suspension upgrade program, which began in July 2010, as an example of those retrofit activities. "Our MaxxPros were originally fielded with a beam axle and leaf spring suspension, which were good enough for Iraq because of the road conditions there," he said. "It was not a great ride, but the terrain wasn't very aggressive, so we were able to leverage the commercial off-the-shelf system that you find on our trucks ... and it definitely saved soldiers' lives. Then, as we migrated into Afghanistan, with the terrain being much more aggressive, it became apparent that the suspensions needed more wheel travel to negotiate the terrain—and, as a byproduct, provide greater warfighter comfort."

The original beam axle provided approximately six inches of vertical wheel travel versus approximately 15 inches for the independent suspension design.

Wolverton emphasized that warfighter comfort translates to tactical advantage by delivering soldiers to operations in a much fresher physical condition. The majority of the more than 2,000 MaxxPro Dash platforms currently in Afghanistan have been equipped with independent suspensions, he said.

"We have new vehicles with independent suspensions and we also have upgrade kits," Wolverton said. "It was so important to the Army that they did both."

Further evidence of importance can be seen in a January 2012 contract award for the upgrade of more than 2,700 "vintage" MaxxPro vehicles with a new rolling chassis that incorporates a DXM independent suspension, a MaxxForce 9.3 engine, 570-amp alternator and driveline, leaving a residual chassis with beam axle that can be reused at a later date.

Wolverton added that the enhancements not only provide greater ride quality but also improv tactical performance—for example, tighter turning radius or the inclusion c a central tire inflation system that im proves traction over soft soil.

"The end state is that all of MaxxPr will have independent suspensions," h said, "and we are currently migratin from the beginning state to that poin When you look at any new produc that's out there, they are going to b independent suspensions. That's re ally for things like conquering terrai and ride comfort, and being able to g fast and be safe. That's what they nee to do. A lot of people claim that mobi ity supports survivability as wel which is true. If you look at the currer environment, threats are placed in th road. If you can get off the road, yo are adding a layer of survivability. Ir dependent suspensions help support that."

John Bryant, vice president and general manager of join and U.S. Marine Corps programs at Oshkosh Defense, re flected on the issue of suspensions as they pertain to the com pany's current engineering and manufacturing developmer (EMD) efforts on the joint light tactical vehicle (JLTV) progran

"Oshkosh's L-ATV [light combat tactical all-terrain veh cle] is our JLTV solution," he said. "We developed that veh cle as a result of the evolution of the modern battlefiel [where] the threats are more dangerous and less predictabl operating environments have proven to be much mor rugged, and the need for energy efficiency is greater. I general terms, there is a need for ever increasing levels c protected mobility."

Characterizing the company's M-ATV [MRAP all-terrai vehicle] as "the current benchmark for protected mobility, Bryant called the L-ATV the next step. "Our M-ATV i equipped with Oshkosh's proven TAK-4 independent sus pension. On our M-ATV, that suspension is one of the ke reasons that we provide such superior off-road mobility i a highly protected vehicle. The challenge with the JLT program that we met with our L-ATV was to be able to pro vide MRAP levels of protection with greater mobility in much lighter, more transportable vehicle."

Citing Oshkosh as "a leader in the development of opt mized-for-tactical wheeled vehicles," Bryant said the com pany started studying the JLTV requirements against it proven TAK-4 suspension design.

"We realized that we needed greater off-road mobility, he said. "We needed a system that was low-cost and light weight and offered tremendous off-road mobility, that a the same time provided extremely high reliability. In add tion, because of the unique transportability requirement for JLTV, which M-ATV did not have to meet, we needed suspension system capable of things like adjustable heigh In examining those requirements, Oshkosh developed th

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Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

xt generation TAK-4 suspension for our L-ATV—the AK-4i [for 'intelligent'] independent suspension."

He said the TAK-4i design had been developed "in conjction with the L-ATV over the past few years, [making a mature, proven system."

Using current M-ATV performance as a "benchmark" example, Bryant credited the L-ATV equipped with TAK-4i with "70 percent greater off-road speeds with the same level ride quality. That's a real leap ahead. That makes the environment for the operator a lot more livable and greatly improves the reliability of all the C4I [command, control, communications, computers and intelligence] equipment and all the other components on that vehicle."

He continued, "One way we achieved that ride quality with the TAK-4i independent suspension was by providing inches of wheel travel, which is a lot for a relatively lightweight vehicle. When you combine that great wheel travel with the damping and the spring rates built into the system, you have a vehicle that can handle extreme off-road environments without breaking, while maintaining very high speeds a superb ride quality. It really is that next level of protected obility in an off-road environment."

Lockheed Martin's JLTV EMD suspension solution features a Meritor independent air bag suspension system.

"It's the same suspension—optimized for cost—that we ad on our technology development [TD] vehicles," said athryn Hasse, director of the Lockheed Martin JLTV team. t is a very mature suspension system that has logged more an 160,000 combined test miles on our own test vehicles as ell as the test vehicles that we have delivered to the government for the TD phase. We are going forward with it."

Hasse said Lockheed Martin became interested in the oncept of an air suspension system on a military vehicle esign around 2004.

"The very first use of an independent air suspension system on a military vehicle actually occurred on a small specialized utility vehicle that was developed by Supacat Limited in the United Kingdom," she said. "Lockheed Martin subsequently bought the company that owned the intellectual property to the vehicle's suspension system and design."

Hasse said the design was particularly attractive for a number of reasons, ranging from "an unparalleled level of improved vehicle handling and ride quality" to a variable ride height.

Lockheed Martin's first application of an independent air suspension system to a U.S. military vehicle was during the Army's future tactical truck system (FTTS) advanced concept technology demonstrator (ACTD), which many credit with subsequently "informing" the TD phase requirements for JLTV. Those initial requirements included two apparently conflicting criteria: a significant force protection blast requirement that could be met by a high vehicle versus a Marine Corps height limit imposed by storage on prepositioned shipping.

"We looked at the suspension technology that we had already integrated into a prototype military vehicle—the FTTS ACTD—and we looked at the requirements for JLTV, and we [realized that] by using an independent air suspension system, we can achieve the height that we need. In conjunction with our innovative hull, this design not only allows us to achieve a very high level of blast protection but also allows us to achieve that [prepositioned shipping] ride height requirement," she said.

"In our case, our suspension system is really an integral part of our force protection and transportability solutions," she said. "It's also an integral part of our mobility solution because in addition to providing a great ride, the air suspension system improves overall vehicle handling and enables safer, higher speeds of operation in an off-road environment."

She concluded, "There are many important [vehicle] subsystems, but in terms of overall vehicle performance, we believe our suspension is a critical part."



The light combat tactical all-terrain vehicle (L-ATV) from Oshkosh Defense features a new intelligent suspension system called TAK-4i that provides improved off-road performance. The L-ATV can cross difficult terrain quickly and combines maneuverability with a smooth ride.



Lockheed Martin's joint light tactical vehicle (JLTV) has an independent air bag suspension system that enhances ride quality and handling and allows faster travel over difficult, off-road terrain.

According to Dave Damian, director of business sales and development for Meritor Defense, the company's contribution to the Lockheed Martin JLTV team involves its ProTec Series 30 independent suspension.

When asked about some of the specific considerations involved in selecting a suspension design for a new vehicle, Damian said, "Looking for maturity in a product line has been a very big deal for JLTV. From there, the next step for us involved high performance and low weight. Throughout the JLTV program, for example, from the very beginning, weight has been a very large parameter."

He acknowledged that some early developmental designs reflected the importance of weight reduction by focusing on the use of "exotic" materials, but subsequent cost considerations shifted many components back to conventional materials.

"We started our JLTV activities with our ProTec Series 30 in 2005," he said. "We have been working for eight years to optimize designs and utilize different architectures. Our technical team has gained significant expertise in designing and building very low-weight suspension products."

As an example of technologies employed in the suspension design, Damian identified "a high-performance passive damping system [that allows] different ranges of damping throughout range of travel." He credited the design with "very high suspension performance without the added cost and weight of expensive semi-active damping systems with electronics and hydraulic struts."

Shifting his message to a perspective shared by many warfighters, Damian said, "One of the big things that gets frequently overlooked is that people talk about driver comfort. … The larger factor is fatigue. If you have as many as eight troops packed in a vehicle over rough terrain for six hours, and if they don't have a good suspension with good ride quality and performance, they are going to be very fatigued when it comes time to jump out of that vehicle to fight."

According to Chris Vanslager, vice president of business development for AM General, that company's JLTV candidate is the Blast Resistant Vehicle-Off Road (BRV-O). The vehicle features an AM General semi-active suspensio (SAS), which he described as "a scalable, tunable system increase tactical vehicle survivability, mobility and perfo mance." The same suspension design was featured on th general tactical vehicle solution for JLTV.

Vanslager clarified that his use of "tactical vehicles" i stead of BRV-O in his suspension description was "becau we have other applications for this suspension besides ju the BRV-O. Our SAS has successfully completed more tha 300,000 miles of durability testing at both government an independent test facilities. At the conclusion of that testin it experienced zero hardware mission failures.

"We designed [the suspension] based upon feedback an the decades of experience that we have on light tactical v hicles, the experience and knowledge that we have gaine on independent suspension systems, and [the ability] to i tegrate this into our BRV-O as well as other vehicles. Th provides a tactical advantage for the warfighter. They w be able to go off-road, quickly maneuver against more dif cult terrain and approach the enemy from an unexpecte direction.

"This mobility we are providing is also scalable from th payload standpoint," he continued. "Once it is tuned to particular payload, we not only provide those survivabili advantages but also [provide advantages] for the occupan from a comfort standpoint. Warfighters are able to arrive better condition to continue their mission."

He emphasized that the company's suspension desig selection was "not a 'one-off' solution," but instead, "ov the last decade of investment by AM General, has include market surveys and trying to understand what's availab in the classes of vehicle that are out there in the light tactic vehicle fleet."

"We also have a Humvee suspension upgrade syste that we can provide as a direct replacement for light tactic vehicles," he said. "It's proven—through multiple years design and 40,000 miles of durability testing—that we a able to regain off-road mobility [lost] through the impac of additional weight and requirements that were not rea ily identified at the beginning of the design cycle."

CompanyCommand

Building Combat-Ready Teams

To: Company Commanders
From: Company Commanders

Advising as We Withdraw From Afghanistan

Our role in Afghanistan continues to evolve. For years, we led the fight while the Afghan National Security Forces (ANSF) maintained a token presence in our operations. Around 2009, we took a step back and began to fight shoulder-to-shoulder with the ANSF in order to develop their soldiers' capability. Now, amid the drawdown of U.S. forces, we are charged with providing "over-the-shoulder" advice and support to the ANSF as they lead the fight in their country.

These days, we deploy as part of an SFAB and with only about half our assigned personnel. Our best lieutenants and NCOs may be detached to serve on an SFAAT that advises an Afghan battalion. Our companies are not battlespace owners; instead, we secure the SFAATs and manage the enablers that support them. What's it like? Although currently deployed to Afghanistan, we took some time to share our experiences.

CPT Ed Gibbons
Company Commander
D/2-327 IN, 1st BCT, 101st Abn. Div. (Air Assault)

Every blue-blooded infantryman who deploys wants to get to a fight. We want to plan and execute offensive operations. We want to close with and destroy the enemy. We want to take charge and be in charge. Unfortunately, the freedom we once had as the battlespace owner is gone. We are now advisors and integrators. While the advising mission is less romantic, it offers unique challenges normally not encountered in the counterinsurgency fight. As a company commander, I am responsible for securing the advisory teams and acting as a vehicle for American combat power and medevac for the ANSF during in extremis situations.

The war is no longer an American fight. Although we are still on the battlefield, we have to allow the ANSF to fight the battle. Our mission is to make the ANSF better. Our mindset is: Long-term development of Afghan capabilities is often more important than short-term battlefield gains secured by American military power. We must fight the urge to over-enable the ANSF. They need to learn to work through the fog and friction of war. As such, you should position your men where they will be able to oversee the battle but not become decisively engaged. Once U.S. forces become engaged, all Afghan development stops while we destroy the enemy. In some instances, I have seen Afghan forces stop shooting, drink *chai* and watch as we directed artillery and bombs onto our common enemies. We must be their safety net, not their spear.

That said, the restrictive terrain in the northern Kunar River Valley and the determined enemy make it difficult to avoid contact. You must align your forces in a way that allows the Afghans to assume responsibility for the principal direction of effort while you assume the defensive in a noncritical area. For example, during a recent *toufan* (company-level) operation, we colocated our TAC with the Afghan National Army's (ANA's) TAC on an observation point located on the western side of the Kunar River, roughly 1.5 kilometers west of the ANA objective on the eastern side of the river. This allowed us to observe the ANSF operation on the valley floor to the east and be far enough away to not become decisively engaged ourselves. The ANA soldiers were in heavy contact for most of the day and were doing a good job using their D30s (ANA artillery) to thwart multiple insurgent attacks. They asked for CF air assets, but we denied their requests because they didn't truly need them. About six hours into the operation, our joint TAC location received effective fire from the west. We used our 81 mm mortars and 105 mm artillery to destroy the threat. Because the fire from the west was effective, we immediately took over the fight to the west, but we allowed the ANA on the objective to continue their fight to the east.

The ANSF will continuously request your men and assets. Unless the ANA are at a critical impasse where they are about to fail, deny their requests. It is OK if the ANSF do not accomplish their objective; they often learn valuable lessons in defeat. You do not want them to learn these lessons at the cost of overwhelming casualties, however, or at the expense of your relationship with them. Ultimately, you must balance the need for ANSF development with your moral commitment as an ally and advisor. Failing to do this would risk driving a wedge between the ANSF and the CF advisors, making it very hard to continue to advise effectively. I saw this when an ANA first sergeant was killed.



Soldiers help their Afghan counterparts learn to use a 60 mm mortar system. As U.S. forces draw down, soldiers are deploying as members of security force assistance brigades whose role is to advise and support Afghan National Security Forces (ANSF).

The death really affected the ANA *kandak* commander, and he requested CF air support to cover the ground medevac of the first sergeant. Due to the ANA commander's emotional state, we felt we needed to support the ANA. While the Afghans did not need our air support to conduct their evacuation, we ultimately decided to commit our airpower to the grieving commander as a gesture of goodwill. Had we declined his request, the damage to our relationship with him could have been irreparable.

Your experience as an advisor will depend on the Afghans with whom you are partnered. During our time at COP Monti, the ANA *kandak* commander was switched from an illiterate former mujahideen fighter with no formal military training to a Soviet-trained commander with 30-plus years in the military. The difference between our advising approaches to these two commanders was akin to the difference between coaching Little League Baseball and the major leagues. Regardless of which league you're coaching, there is always room for improvement. Never lose focus and continue to make the Afghans better—you'll become better yourself.

CPT Hall Wang
SFAAT Intelligence Officer
2-327 IN, 1st BCT, 101st Abn. Div. (Air Assault)

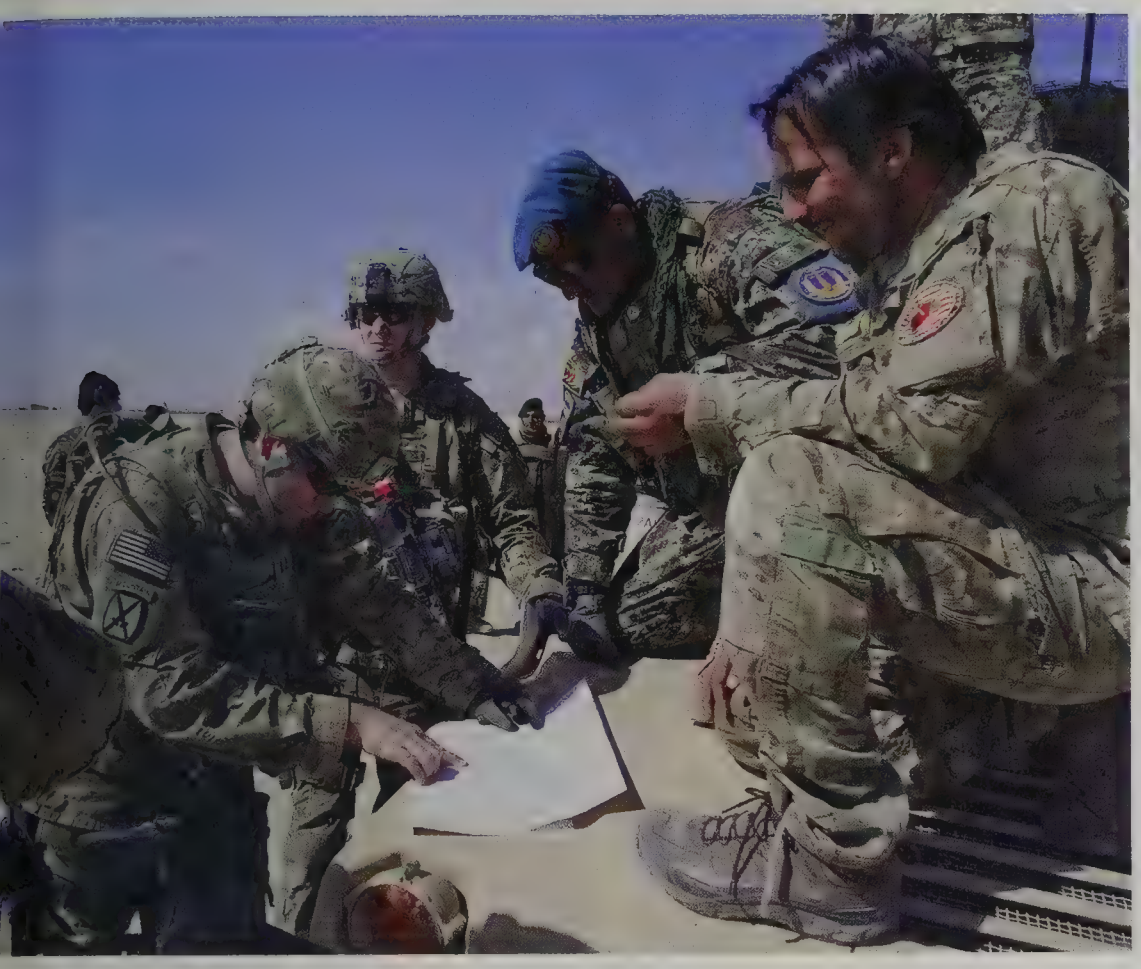
Let me tell my story of being an SFAAT intelligence (S2) officer. When I arrived, I was told that the ANA commander doesn't care for intelligence; that the unit had just moved and had no sources; that all the ANA S2 staff does is ask for mobile minutes; and that discussing intelligence at all is considered a success.

Hearing this, all I could think about were the stories I'
heard from my friends in Teach for America (TFA). All the
chatter about unmotivated students, underfunded school
and uncaring parents mirrored my situation in many ways.
thought a lot about TFA's educational philosophy, which i
"high standards equal high achievement."

Initially, I wasn't sure how I could position myself to se
meaningful high standards for my Afghan S2 staff. I'm a 26
year-old with no children and, in terms of facial hair, I ar
too "follicle challenged" to even grow stubble. I don't exactl
have standing in the Afghan mind, or so the SFAAT acad
emy taught me.

CompanyCommand Glossary

CERP- commander's emergency relief program
CF- coalition forces
CFT- cross-functional team
COP- combat outpost
IPB- intelligence preparation of the battlefield
kandak- Afghan army battalion
medevac- medical evacuation
MRAP- mine-resistant ambush protected vehicle
M-ATV- MRAP all-terrain vehicle
PIR- priority information requirement
SFAB- security force assistance brigade
SFAAT- security force advisory and assistance team
TAC- tactical operations center (forward)
TEU- 20-foot equivalent unit



CPT Tad Coleman, a security forces advisor and assistance team (SFAAT) leader, reviews a map with the Afghan soldiers he is supporting.

After hours of engagements with my Afghan counterarts, I identified three traits among my Afghan S2 staff that ould offer me leverage:

- They are big on trying to look good in front of others.
- They are captivated by all forms of graphics—for example, maps, charts, matrices and pictures.
- Americans are respected as technical gurus.

With that in mind, I figured out my lesson plan and, one bject at a time, developed their intelligence skills. I would entify a subject in which I knew the S2 staff was deficient. would highlight their deficiencies to pressure them into anting to fix them, because they want to look good in front a supposed American intelligence guru. Once I got their tention, I made the high standards known. I provided ample products and references translated into *Dari* so they ould have the tools to achieve to those standards. The amples I provided were built the way they liked—graphically oriented. We agreed on deadlines and I would check their execution. If I didn't think they met my high standards, I would press them for proper edits, using samples nd references as guides. If they missed deadlines, I would ake them realize they failed our agreement and pressure em to get back on track. The results? One by one, IPB oducts, threat-networks catalogs, PIRs and other S2 oducts got hammered out to high standards. Eventually, e Afghan S2 staff got so used to high standards that they egan—on their own initiative—to exceed my standards rough extra effort and creative license.

My team jokingly compares me to chef Gordon Ramsay knock my unrelenting high standards and tough love. I mile because I know it's working when I see and hear about Afghan commanders understanding that S2 staff business is serious business.

CPT Craig Bosveld
SFAAT Leader
1-89 CAV, 2nd BDE, 10th Mtn. Div.

Advising is a difficult task for many reasons. Most young lieutenants and sergeants who comprise the advising teams view the execution of duties within the Army rigidly, in black and white. Some have previous combat experiences that cloud their opinion of the ANSF. Many are very young, which can work against them as advisors to older counterparts. Many Afghans, for their part, have had American advisors in the past and are tempered by those experiences. The difference in religion can also be an obstacle to building rapport. Although this list isn't exhaustive, it illustrates the kinds of difficulties that advisors face. Identifying and mitigating these challenges is crucial to success.

None of my team had advising experience before this deployment. We worked very hard at the beginning of our tour to build rapport with the ANA and gain their respect. Although we worked hard, we also spent an extraordinary amount of time trying to gauge the effectiveness of our efforts. During the first two to three months, we made a concerted effort to be students to our ANA counterparts. Being a student requires humility, which goes a long way in building rapport. Once the Afghans had taught us things, they naturally became open to learning from us. This reciprocal method of rapport, however, got us only so far. Sharing is what took us to the next level. Sharing is very powerful in the Afghan culture—sharing a meal, sharing stories, sharing time, sharing hardship and, ultimately, sharing danger.

It was in our third month of deployment that we accompanied the *kandak* on an out-of-sector mission. Near the end of the mission, the stage was set for an offensive operation against a well-defended enemy stronghold. The ANA soldiers and leaders found themselves at a stalemate in a tough fight with a determined enemy. We didn't bring helicopters, bombs or artillery to turn the tide in favor of the ANA, nor did we push from the rear. We simply reinforced the basics—fire and maneuver. We moved forward and placed a premium on leadership through presence. The comfort that the *kandak* leaders felt from us fighting alongside them was what they needed to turn the tide and ultimately win that day. From that day forward, we were seen as warriors. In a warrior culture, this is priceless. Those 20 minutes of shared chaos and mortal danger have paid dividends to us as advisors.



CPT Hall Wang, SFAAT intelligence officer, advises an Afghan National Army officer how to develop intelligence staff. Wang discovered the Afghans were "captivated by all forms of graphics," and he used maps, charts, matrices and pictures to engage their attention.

CPT Ryan Arrington
Deputy Support Operations Officer
TF Taskmaster, 1st BDE, 101st Abn. Div. (Air Assault)

Part of our mission is to retrograde the stockpiles of equipment that have accumulated here over the past 12 years. When we arrived last fall, we were responsible for more than 5,000 TEUs of property—that's more than three TEUs per Soldier. We began retrograding everything that wasn't mission essential or cemented to the ground. We used the host-nation trucking system to its maximum extent and moved more than 51 percent of our equipment by unescorted host-nation trucks, which was great for the local economy. Any piece of equipment of a sensitive nature was escorted by CF from the Bastogne footprint to Bagram Airfield for turn-in. What was not shipped was either signed over to the ANSF—therefore strengthening their capabilities—or de-milled and sold in the local economy (like scrap metal). What is left is equipment that is truly mission essential—MRAPS, M-ATVs, weapon systems, force protection and munitions. We as a brigade are approaching what we call an "assistance platform," which means we are capable of living with and advising the ANSF at an expeditionary level. Past the halfway point in our nine-month deployment, we are nearly expeditionary on all bases except vital locations that will endure beyond this brigade's time in Afghanistan.

By the time this deployment ends, we will have shipped more than 4,000 TEUs, closed the supply support activity and removed all of its 5,000 line items, reduced our ammunition supply point by more than 1 million rounds and 300 short tons of legacy ammunition, and transferred 10 tactical bases to the ANSF. We may not have conducted maneuver warfare during our deployment, but we have maneuvered equipment on the battlefield to set the conditions for follo on advise-and-assist missions, and for the ANSF to effe tively and decisively take the fight to the enemy and win. A a logistician, I am proud of the speed and ferocity with whi the brigade executed a mission that we never trained for.

CPT Max Pappas
Troop Commander
C/1-89 CAV, 2nd BDE, 10th Mtn. Div.

My troop strength here is only 59 individuals, assigne and attached. I am responsible for effects in three district yet I have no CERP funds and am not allowed to leave th wire without the ANSF except under very specific circur stances. Despite this lack of resources and abundance restrictions, this configuration has led to the most long-las ing and obvious success in a counterinsurgency that I hav seen during almost three years of combat deployments.

For years, U.S. forces have acted as the big brother to th burgeoning ANSF. We drove operations—even when w weren't supposed to—because our units were alway strong enough that we didn't need the ANSF the way the needed us. We could operate unilaterally, add a pair ANSF trucks to the mix, then go and achieve the effects w thought were necessary in the battlespace. This approac to partnering was disingenuous and did little to improve th capacity of the ANSF or their ownership of the mission.

Under the SFAB concept, we are forced to integra much more closely with our Afghan partners because, f the first time, we rely on their combat power and prowes as much as they rely on our enablers and technical skill The concept of fighting with "Afghan fists" is important, ar for the first time it truly represents how we go about enga ing the enemy and achieving effects in the battlespace. B



CPT Ed Gibbons (left), with 1SG Jonathan Reffeor, encourages advisors to "balance the need for ANSF development with your moral commitment as an ally and advisor."

re, an operation would focus solely on the impact we uld have on the enemy. Now, we concentrate on how NSF operations have an effect on the enemy and how our ork with our Afghan counterparts affects their capabilities. his important shift effectively doubles the positive effect of ach operation when we plan and conduct it properly, and it eeds us closer to the point where the Afghan forces are le to operate independently and defeat insurgent forces their own.

So, where does my troop fit into this entire scheme? uite simply, we are a CFT that serves as a node that conects combat power, enablers, sustainment and advising. e provide the SFAAT's advisors with access to the full eight of the resources of the U.S. Army, while simultaneusly providing higher headquarters with visibility on operaons being conducted and on the status of advisory initiaves. The troop-level unit—so long the main effort—is now legated to a support role, unable to operate independently and no longer the sole entity responsible for Afghan tegration. This is a difficult shift for many. It requires a mare understanding of the purpose of operations, when to ush the Afghan units to act, and when to stand back and mply accept their decisions.

Partnered operations now fit into the larger scheme of adsing. The CFT needs to be careful to tread the line by supporting the ANSF to win where they fight, yet also helping e advisors by enforcing the systems to ensure that ANSF nits learn and grow into more effective fighting organizaons. An important part of this is to engage the Afghan leadrship and soldiers and consistently strive to build a strong, positive relationship based on trust and mutual support. While the CFT is not responsible for advice, it is responsible for setting an example in terms of planning, execution and discipline. A strong, disciplined CFT provides an example for the advisors to point to, gives a goal for the Afghans to strive for, and has the ancillary benefit of ensuring that when forced to fight, the combined CFT/SFAAT/ANSF element is much more likely to defeat the insurgents as well as gain additional credibility with the local populace and confidence in themselves.

By forcing the SFAB to do more with fewer Soldiers, we forced a realignment of priorities and resources. Could we accomplish the same mission if we were organized as a regular brigade combat team? Certainly we could, but we have proven over the last few years that we simply will not. When we have to rely on our Afghan partners for our own survival and success, our priorities shift to make sure that they are as good as we can possibly make them. Soldiers at every level now understand that our effects on our allies are just as important, if not more important, than our effects on the enemy.

* * *

The full texts of these leaders' contributions, plus additional input from Captains Jeff Bernasconi, Brandon Farley, Justin Liesen, John Reinke and Ryan Smith, are available in the CompanyCommand and Platoon Leader online professional forums at http://cc.army.mil and http://pl.army.mil. The complete library of CompanyCommand articles that have appeared in ARMY since 2005 are available at http://cc.army.mil/pubs/armymagazine.

Company commanders: Please join us in the new-and-improved version of our online professional forum to continue the conversation: http://CC.army.mil.



AUSA Sustaining Member Profile

Northwest Territorial Mint

Corporate Structure—Founder: Ross Hansen. Headquarters: 80 E. Airpark Vista Boulevard, Dayton, NV 89403. Telephone: 1-800-843-9854. Website: www.nwtmint.com.

Northwest Territorial Mint is the premier manufacturer of American-made coins and medallions for the U.S. armed forces and governmental agencies. The company has created commander's coins, unit coins and commemorative coins for everyone in the chain of command.

If you have received one—or know someone who has—it was probably made by Northwest Territorial Mint.



Northwest Territorial Mint is a family of prestigious mints with more than 300 employees in its U.S. locations. It produces coins and medallions not only for the military but also for corporate, government and private entities around the world. Designs have commemorated events, honored champions, and saluted achievements large and small. The Northwest Territorial Mint family includes Medallic Art Company, with a heritage dating to 1903 and its own history of making medals for the military, including the Medal of Honor. The company has a General Services Administration contract and also holds a Defense Logistics Agency Commercial and Government Entity code, enabling it to serve the government and military with special pricing. Northwest Territorial Mint is certified by The Institute of Heraldry (TIOH) as a manufacturer of medals and plaques. TIOH certification shows the company's commitment to detail and tradition.

Tradition a Warrior Understands

Carrying a challenge coin is a tradition that dates to the military campaigns of the ancients, and stories abound of similar devices used in World War I, World War II and the Vietnam War. Since the 1980s, almost every unit and unit commander has carried one. A challenge coin symbolizes unit identity and esprit de corps.

Challenge coins are a tangible source of pride for America's warriors at every level in the chain of command. Commanders use them as on-the-spot awards. Senior military leaders often distribute coins as gifts to foreign dignitaries or civilian VIPs.

When creating a challenge coin or a commander's coin worthy of the unit or the command, Northwest Territorial Mint uses metals including copper, bronze, silver, gold and a mock gold alloy, MerlinGold®. Coins can be any shape, enameled in a variety of colors, selectively enhanced with gold, and numbered and engraved on the surface or on the side.

Honoring the Finest in a Warrior

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Soldier Armed

Helmet Sensors

By Scott R. Gourley



During testimony before the U.S. House Armed Services Committee's Subcommittee on Tactical Air and Land Forces in April, senior Army leaders were asked about the service's "materiel solutions" to help mitigate soldiers' exposure to traumatic brain injury (TBI).

Emphasizing the Army's recognition of the dangers of TBI as a long-term issue, LTG James O. Barclay III, deputy chief of staff, G-8, said, "Within our strategy, we have several different initiatives that we're looking at. We're doing helmet sensors inside [helmets], which record data from blast effects. We're also equipping vehicles with sensors ... that give the overpressure and concussion effects on soldiers who go through one of those incidents. That data then helps us not only with future vehicle changes, but also with the medical side of tracking those soldiers in the future."

The helmet sensors referenced by LTG Barclay are small, lightweight, low-power sensor suites mounted on combat helmets to detect, measure and record impact and blast overpressure associated with improvised explosive devices and other concussive events.

Generation I

The helmet sensor program was accelerated in 2006 as a result of a number of exploratory and developmental efforts implemented in order to support both the U.S. Marine Corps' and the Army's recognition of the TBI program.

In the Marine Corps, early sensor investigations were supported by the Naval Research Laboratory and participating contractors like Med-Eng Systems. According to Aris Makris, chief technology officer at Allen-Vanguard, which acquired Med-Eng, the prototype helmet sensor design that emerged from the Marine Corps' requirements addressed a broad range of technical challenges including unique aspects of the incident data, weight, and a mounting scheme that would not degrade the protective integrity of existing helmet designs.

Noting that the resulting engineering process led to an external sensor on the rear of the helmet, Makris said, "We developed a prototype system that we blast tested at our facilities in Ottawa, Canada, setting off different charges that we thought were representative [of what soldiers expect in theater]. Eventually, we developed a design we were confident in."

Meanwhile, the Army was exploring the possibilities of an internal head-borne energy analysis and diagnostic systems (HEADS) sensor design that was emerging from BAE Systems and its collaboration with Diversified Technical Services, Inc.

Along with the external Allen-Vanguard and internal BAE Systems helmet sensor solutions, other companies involved in the Army explorations around this time included Simbex LLC, which received an August 2007 contract to deliver 20 Head Impact Telemetry System technology-enabled helmets for test and evaluation.

Makris stressed that the Army was intent on getting helmet sensors on warfighters in the field as quickly as possible and that service interest seemed to reach a peak in spring and summer of 2007. "There was a real sense of urgency," he said. "They needed to get as many sensors on soldiers' heads as possible by the end of the year. We showed them what we had, which was a working prototype at that time. We invested a few million dollars in order to ship the units by the end of the year."

Makris said the company shipped approximately 5,000 systems to the Army and an additional 1,000 to the



A small, lightweight sensor suite mounted inside a soldier's helmet can continuously measure and record impacts and blasts from improvised explosive devices and other concussive events as a way to track exposure to traumatic brain injuries.

Marine Corps. The emphasis was also reflected at BAE Systems. Between 2007 and 2008, BAE Systems developed, manufactured and delivered more than 7,600 of its HEADS "Generation I" sensors to the Army and Marine Corps. Working with both companies, the Army fielded two brigades with both external and internal helmet sensor variants during the second quarter of fiscal year (FY) 2008.

Makris characterized the first few thousand sensors fielded as "first generation products. As a result of the sense of urgency and the problem of TBI, the emphasis was on gathering data that medical personnel could use. Equally important was the fact that the community wanted to gather data on what would be required for a second generation helmet mounted sensor."

Generation II

Based on that data and lessons learned from the Generation I helmet sensors, the Army released its request for proposals for a second generation sensor in the fourth quarter of FY 2009.

The Generation II system incorporated technology upgrades in areas including power management, storage capacity, data exchange methods, battery life, pressure measurement and angular rate data. In addition, stakeholder community input focused the next generation of the system on an interior helmet configuration.

Although both BAE Systems and Allen-Vanguard entered the Generation II program in the summer of 2010, the effort soon shifted solely to BAE Systems' HEADS design.

Frank Crispino, program director for vehicle protection programs at BAE Systems' Protection Systems, describes HEADS as "small enough to hold in the palm of your hand [and] imperceptible to the wearer." The system can be secured beneath the crown suspension pad inside virtually any combat helmet and positioned in line with two of the three axes of the head's center of gravity. This location provides optimal recording measures and maximum protection for the sensor from ballistic and environmental threats. Once secured, HEADS continuously measures and collects critical data, including impact duration, blast pressures, ambient temperature, and angular and linear accelerations, as well as the exact times of single or multiple blast events. Six channels of linear and angular accelerations are measured and stored in the device, including rotation and linear acceleration in all three axes (x, y, z).

BAE Systems has delivered approximately 40,000 Generation II helmet sensors, with all currently contracted deliveries completed in May of this year. It is believed that the Army has a requirement for approximately 45,000 total systems.

"There are several components in the HEADS system," Crispino said. "It's not just the sensor; there's also a package of software that's used by the field support team for maintaining the sensors, extracting the data, and determin ing what and when to recharge.

"The [Generation II] system is fielde and being used. We're learning fron how the system is performing in th field what changes we need to make t that software package so it's easier fo the field support folks to do their job."

He continued, "The government ba sically takes the data and has con tracted another company to analyz that data. We don't get involved in tha analysis, but at some point in time, the will have questions about some of th data that is coming back. We get in volved on that end of the analysis t help them better understand the data.

"We're honored to be participating i the program," Crispino said. "It's ver important to understand the degree t which our soldiers are being subjecte to the risk of TBI. We are honored to b able to support the program so thos soldiers who are subject to some form c TBI can be identified, receive the prope treatment, and live happy and health lives. I hope that's our legacy."

Another Army partner in these ef forts is the National Football Leagu (NFL). It uses similar technology t study the impact of head trauma o players. "They have the same issues w have with TBI," LTG Barclay said dur ing his testimony on TBI. "It's very im portant for the Army [and] the NFL t try to get at this."

Reviews

Military History Matters

ɔment of Battle: The Twenty Clashes That Changed the World. *ames Lacey and Williamson Murray. Bantam Books. 496 pages; black-and-white photographs; index; maps; notes. $30. Publisher's website: www.bantamdell.com.*

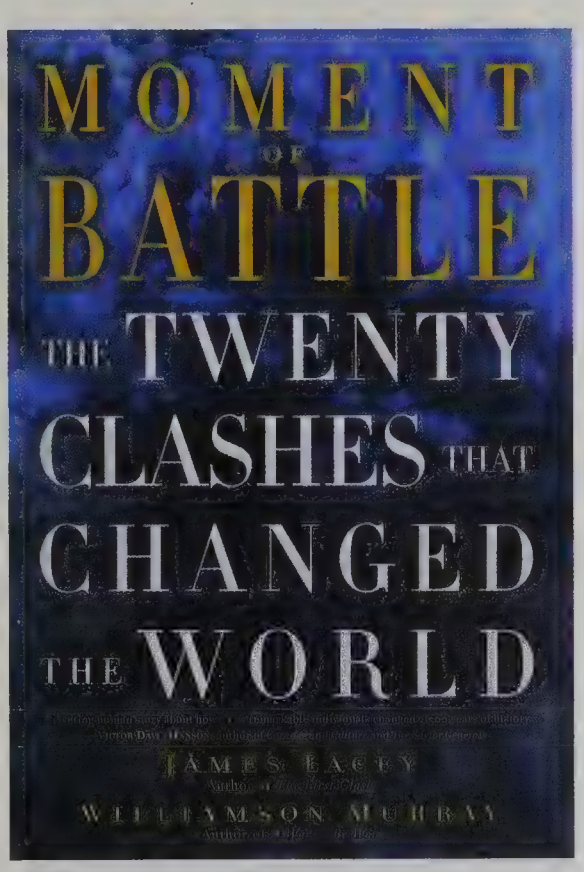
By LTC Michael Burke
U.S. Army retired

History is a vexing issue for Americans, since so much of our sense ourselves as a nation relies heavily how we see our own history. Glenn ck on the right and Oliver Stone on e left are only recent examples in a mplex struggle over who controls the rrative in our heads. Even Clio, the use of history, has a Facebook page.

Williamson Murray, one of our finest litary historians, and James Lacey, a olific author and defense scholar, oid such reductive popularizing as ey argue for the importance of mili- y history in *Moment of Battle: The enty Clashes That Changed the World.* ey contend that contemporary acad- ic history deprecates both great men d great battles, and they focus on oad social and political currents in- ead. Modeling their study after Sir ward S. Creasy's 1851 book, *The Fif- n Decisive Battles of the World From arathon to Waterloo*, the authors make is explicit in their preface: "Like easy, we have selected our battles the basis of their long-term impact the course of history, not on the ba- of their importance to the study of litary art."

The battles range from antiquity to e present, from Marathon in 490 B.C. the 2003 battle for Baghdad. Six of easy's choices are examined—Mara- on, Gaugamela, Teutoburger Wald, astings, the Spanish Armada and ratoga. Their other choices differ be- use of the 150-year period between easy's book and theirs, one that saw e American Civil War, the two world wars and the decline of European colonial empires.

Lacey and Murray have, however, a bias similar to Creasy's: one that is humanist, Protestant and British. Their treatment of the early battles—Marathon (Athens defeats Sparta), Gaugamela (Greeks defeat Persians) and Zama (Rome defeats Carthage)—essentially contrasts a humanist or Western culture with an Eastern or African one. These three battles permit the creation and spread of the Greco-Roman world—its knowledge, values and politics, from which so much of our contemporary Western culture comes.



The Battle of Teutoburger Wald (Germans defeat Romans) makes their case in reverse. They claim it set the stage for both world wars in that Germany was never brought into the ambit of that same culture. They even go so far as to conclude that "there is little chance Germany will become culturally indistinguishable from the rest of the West in any foreseeable time frame."

Their discussion of the Thirty Years' War's Battle of Breitenfeld (Sweden defeats the Holy Roman Empire) is similarly confusing. They chose this battle mainly because the Swedish army was very much one we would recognize today, with standardized weaponry, intense training, flexible organization and distributed leadership. It was radically different from the Spanish-inspired standard European *tercio* organization of massed pikemen and musketeers that achieved cohesion through mass alone. The battle meets the authors' criteria in the sense that the Swedish model became the model for industrial-power armies through our own time.

Breitenfeld, however, was not truly decisive—the Thirty Years' War dragged on for another 17 years, ending with a negotiated peace that radically changed political boundaries but left the basic religious contours of Europe more or less intact. In this same chapter, the authors speculate about what would have happened had the Catholic Hapsburgs prevailed over the Protestant Germans, arguing that the great burst of scientific knowledge that began in that century would have been crushed by the official opposition of the Catholic Church. Its treatment of Galileo is offered as an example, but this argument is not convincing.

Once the authors move to more recent times, their bias becomes clearer. Few would disagree with the idea that Trafalgar, Vicksburg, Normandy, Midway and Kursk were truly decisive battles. Some of their other choices, however, might prompt debate. Defeating the Spanish Armada and then, two centuries later, defeating the French in North America during the Seven Years' War ensured the rise of the British Empire, which changed the world in a profound way: "English, not French, has become the dominant language of global intellectual and commercial exchange. ... That reality bodes well for America's global interests and the course of history over the coming century." Whether that empire was an un-

alloyed good, which the authors seem to suggest, remains to be seen.

The book gets truly interesting with its last two battles, Dien Bien Phu and the capture of Baghdad. In terms of Dien Bien Phu, the authors argue that the French losing control of their colonies transformed warfare in the late 20th century, and we are still responding to the kind of conflict and shifting East-West balance of power seen there.

Lacey and Murray seem less sure in their discussion of the American invasion of Iraq in 2003, which focuses on the campaign to capture its capital—specifically, the actions of the 3rd Infantry Division's 1st Brigade to seize the highway bridges into the city. Here, the authors go down to the company and platoon levels, even naming some of the brave junior officers and soldiers who helped win Objective Peach. They also present the deliberations of the Iraqi leadership, something largely absent from other reporting on the war. They depict the end of the battle as a great operational success, but they do not discuss the next several years of civil war and conflict within the country. They do stress, however, that the jury is still out on whether or not this war or this battle will rise to the decisive level of their other 19.

This seems fair to me—it really is too soon to tell—though I wonder if their earlier choices might illuminate this last: The Iraqi regime fits more or less into the East-versus-West dynamic that informs so much of the book. Perhaps we are meant to compare Gaugamela and Zama to this contemporary battle, or perhaps it will fit into the authors' dismissal of Cannae (Carthage defeats Rome), much-studied battle that they clai ultimately made no difference in th long-term balance of power in the a cient world.

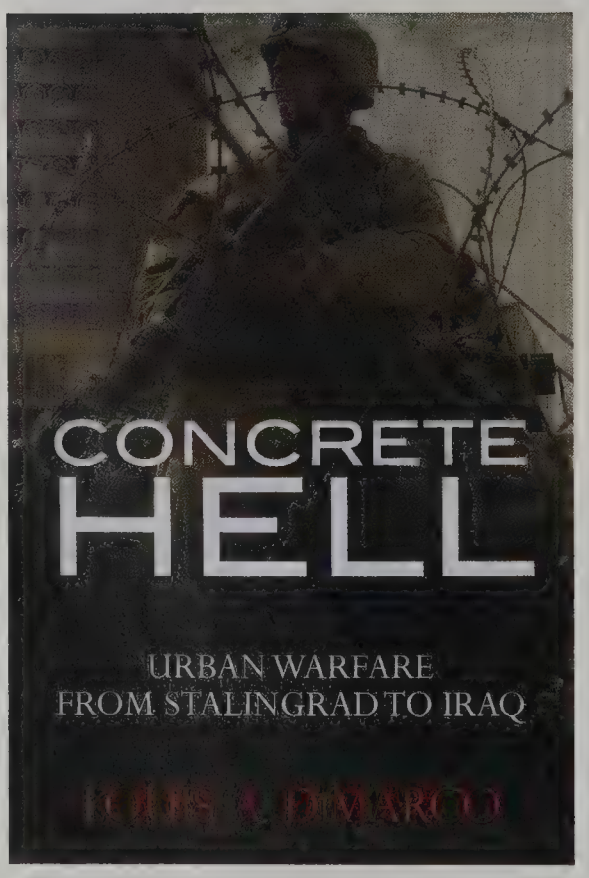
In the end, Murray and Lacey mak their case that military history and th outcome of battles matter, but the confuse cause and effect. All these ba tles occurred solely because the larg sweeping forces of history brough them into existence. In addition, the biases skew some of their conclusion If anything, this book invites reade to consider their own prejudices an open themselves to a deeper study history of all kinds.

LTC Michael Burke, USA Ret., taug English at the U.S. Military Acaden for eight years. He served with the 1 Armored Division during the Persi Gulf War.

Urban Warfare in the Modern Era

Concrete Hell: Urban Warfare From Stalingrad to Iraq. *Louis A. DiMarco. Osprey Publishing. 320 pages; bibliography; black-and-white and color photographs; glossary; index; maps; $24.95. Publisher's website: www.ospreypublishing.com.*

By COL Kevin W. Farrell
U.S. Army retired



As an ever-growing percentage of mankind lives in urban environments, it stands to reason that warfare will increasingly involve combat in and around cities. Louis A. DiMarco argues that "the 21st century is going to be a century of conflict" and that this conflict will typically occur in cities, despite America's supposed reluctance to fight in them. His most recent book, *Concrete Hell*, is a straightforward attempt to familiarize readers with modern urban battles so they are able to better understand contemporary and future military affairs. Specifically, DiMarco seeks to make three main contributions to the field: a basic appreciation of the "multiple dimensions of the urban battlefield"; "analytical insights" drawn from historical records for the purpose of identifying relevant tactical, operational and strategic considerations for contemporary combat; and, finally, to highlight the evolution of the urban battlefield from being "relatively simplistic" to a "highly complex hybrid mixture."

Concrete Hell begins with a concis overview of the history of urban wa fare. The main body consists of eig chapters about iconic or emblemat urban battles and another that focus on the lengthy British struggle again —and ultimate victory over—the Iri Republican Army (IRA) in Norther Ireland. It concludes with a brief rec pitulation of salient points from th preceding chapters and a recomme dation that future "urban combat ... closely and effectively coordinated ar synchronized with political policy."

DiMarco's many years of service the faculty at the U.S. Army Commar and General Staff College, as well his experience shaping Army doctri for urban operations and counterinsu gency warfare, clearly inform this vo ume. Maps are simple and useful, ar excellent photographs compleme each chapter. The writing is compete and informative throughout, while th index is surprisingly thorough.

The two World War II battles fe tured in *Concrete Hell*—Stalingrad ar Aachen—have been covered in gre depth in many previous works. Fren

orts in Algeria and American efforts Vietnam are familiar to students of ıtemporary military history. Chap- 4, "Urban Warfare From the Sea," eds welcome light on a critical junc- e of the Korean War: the Inchon ıdings and the liberation of Seoul.

t is Chapter 7, however, "The Long ban War," that is perhaps the book's eatest contribution. DiMarco pro- des the reader with a coherent and ıcise overview of the costly but sig- ficant British victory over the IRA ıt took nearly four decades. In short, e author demonstrates how British se- rity forces in Northern Ireland, after ıch trial and error, learned "to apply ore sophisticated tactics, tied into an egrated political and military strat- y, and wean the Catholic community m its steadfast support of the PIRA rovisional IRA]." In other words, the itish won the war when they stripped e insurgents from their popular sup- rt.

Chapter 8, "Urban Death Trap," will ely be of interest in light of the mbings and subsequent manhunt r the perpetrators in Boston this past ril. Urban warfare has never been easant, but this chapter identifies the vere tactical and operational chal- nges the Russians faced in Grozny, echnya, in 1994–1995 as well as the vage nature of the fighting. In exam- ing the tactics and weapons em- oyed by both sides, DiMarco ob- rves that in this first, fleeting victory a lengthy war, "the Russian military d not outfight the Chechens; it over- helmed them." Although the tech- ques employed by the Russians and e heavy casualties inflicted are un- kely to be employed by American rces anytime soon, the chapter pro- des a solid analysis of an important isode in the annals of urban combat.

The remaining chapters address re- cent operations in Israel and Iraq. hapter 9, "Invading the Urban Sanc- ary," examines the Israeli Defense rces' actions in Jenin, a center of lestinian resistance in the West nk, in 2002. DiMarco characterizes it a "successful operation" because it complished the modest goal of "re- ducing the Palestinian militants' capability to conduct terrorist attacks inside Israel." Chapter 10, "Systematic Urban Warfare," analyzes the performance of the U.S. Army's 1st Brigade Combat Team of the 1st Armored Division in Ramadi, Iraq, in 2006 and 2007. DiMarco's analysis concludes with the rather astonishing claim that "the urban operations techniques pioneered in Ramadi facilitated the withdrawal of all coalition military forces from Iraq in 2011." Both chapters detail events clearly, certainly making them useful as case studies, but the very recent occurrence and subsequent history in both regions demonstrate the inherent difficulty of historical scholarship conducted on such events. Clearly, the Israeli situation continues to evolve, thus rendering the author's analysis of Ramadi incomplete and problematic.

Unfortunately, the absence of endnotes weakens this book, whether as a work of history or battle analysis. For example, many scholars would take issue with the declarations that "Stalingrad was not the largest battle fought on the Eastern Front nor were the losses suffered by the Germans at Stalingrad catastrophic. ... There was no reason at the time to think that Stalingrad was anything but a temporary setback." Without supporting evidence, the reader wonders whether the author believes the Battles of Kursk, Berlin, or any other were bigger and how the loss of an entire army of 300,000 men was only a temporary setback. Furthermore, in a subsequent comparison of the battles for Stalingrad and Aachen, DiMarco overlooks the crucial fact that the former battle involved two totalitarian regimes at great power, while the latter witnessed a very different set of conditions and enemies.

Overall, this book is recommended reading for anyone interested in learning about urban combat. Most of all, it will be of value for soldiers wanting to quickly learn the history and the myriad tactical, operational, strategic and political considerations associated with fighting in cities.

***COL Kevin W. Farrell**, Ph.D., USA Ret., is the former chief of military history at West Point. He commanded a combined arms battalion in Iraq, and his most recent book is* The Military and the Monarchy: The Case and Career of the Duke of Cambridge in an Age of Reform.

Taking Atlanta

Kennesaw Mountain: Sherman, Johnston, and the Atlanta Campaign. *Earl J. Hess. The University of North Carolina Press. 352 pages; photographs; maps; notes; bibliography; index; $35. Publisher's website: www.uncpress.unc.edu.*

By COL Cole C. Kingseed
U.S. Army retired

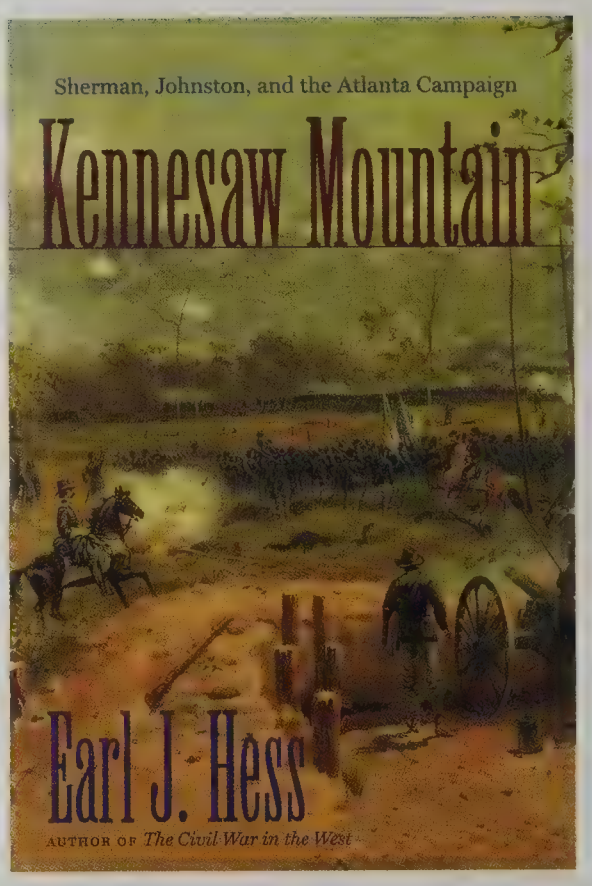
Six weeks after departing Chattanooga, Tenn., in May 1864 in his quest to capture Atlanta, the armies of MG William T. Sherman encountered massive field fortifications constructed by Confederate GEN Joseph E. Johnston at Kennesaw Mountain. For Sherman, the ensuing battles outside Marietta, Ga., comprised the most desperate phase of his career. For Johnston, Kennesaw Mountain represented the best evidence that his Fabian strategy was successful in inflicting casualties on his adversary and delaying his advance to Atlanta.

In *Kennesaw Mountain*, historian Earl J. Hess provides an excellent analysis of the most critical engagements of Sherman's Atlanta campaign, including the fighting around Kolb's Farm on June 22, 1864, and Sherman's frontal assaults on the twin peaks of Kennesaw Mountain on June 27. Hess' book, "by necessity, is a study of high-command problems, decisions, and triumphs on both sides of no-man's-land, but it is also the story of common soldiers enduring and adjusting to the special rigors of continuous contact

with the enemy." What makes Kennesaw Mountain National Battlefield Park so significant is that the area contains the most important collection of Civil War earthworks in the Western Theater—remnants that are as important as those in the best battlefield parks of the Eastern Theater.

For Hess, Kennesaw Mountain is one of the more valuable Civil War resources in the country. He was so impressed by his initial visit in 1986 that he decided to make a career of studying field fortifications and their impact on tactical and operational levels of war.

Hess has written several books, including *The Civil War in the West: Victory and Defeat From the Appalachians to the Mississippi*. He is at his best as he discusses the most important lessons from the Battle of Kennesaw Mountain. Several factors that distinguish Kennesaw Mountain from the majority of Civil War battles are the relatively short fields of fire that characterized the fighting and the effectiveness of well-constructed fieldworks. Despite the close-in

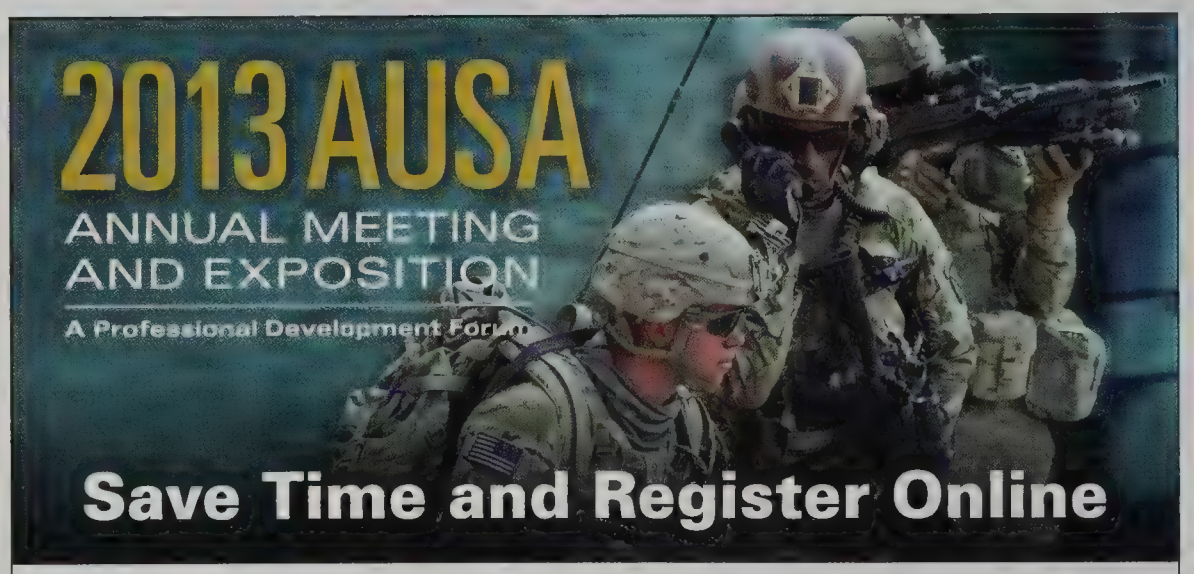


nature of combat, Sherman directed the battle through the widespread use of the field telegraph, which provided him with nearly minute-to-minute intelligence of his opponent's tactics and operations.

Hess is not reluctant to offer his own opinion on the strengths and weaknesses of the belligerent parties. Here, he assigns neither commanding general glowing accolades. He views Sherman as a commander who was brilliant on the strategic offensive but whose "sense of how to conduct the tactical offensive left something to be desired." Hess is far more critical of Johnston and the corps commanders of the Army of Tennessee. He questions Johnston's delaying strategy and quotes Confederate corps commander LTG W.J. Hardee's own summary of the commander: "How to whip Sherman is the problem to be solved, and our General has not yet been able to find a solution." Hess wholeheartedly concurs, quoting Confederate GEN Braxton Bragg: "[Johnston] had no more plan for the future than he had had in the past."

Hess also explores the tension that existed among Sherman's army commanders, specifically Generals George H. Thomas, Joseph Hooker and James B. McPherson. All Sherman's subordinate commanders endured the commanding general's wrath during the Atlanta campaign, but none more so than Thomas. In an eyes-only communiqué to General-in-Chief Ulysses S. Grant, Sherman expressed his consternation with Thomas' Army of the Cumberland, which was "so habituated to be on the defensive that, from its commander down to the lowest private, I cannot get it out of their heads." Thomas arguably emerged as one of the Union's premier Army-level commanders, but he entered neither Grant's nor Sherman's inner circles leading both senior commanders to diminish his worth to the Union war effort.

In the long run, Johnston's delaying strategy proved fruitless in that it not only failed to dramatically impede Sherman's advance but also drained the patience of Johnston's civilian leaders in Richmond, Va. Why then did Sherman order a frontal assault against Kennesaw Mountain when maneuver had proven the forte of his advancing forces? Hess posits that Sherman felt compelled to attack because of circum-



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stances seemingly beyond his control as well as undue command pressure from Grant. Hess also claims that Sherman viewed Kennesaw Mountain as an experiment in that "he never intended wasting his manpower to the point that he could no longer sustain the strategic offensive."

Kennesaw Mountain is a significant contribution to the literature surrounding the Western Theater of the American Civil War. It includes appendices that provide the order of battle for the combatants in late June 1864 as well as a detailed account of how veterans initiated preservation efforts in the 1890s that led to the formation of Kennesaw Mountain National Battlefield Park. Well-placed maps and battle sketches also greatly enhance the text.

Well-preserved battlefields serve as outdoor classrooms for any student of operations during this nation's bloodiest conflict. In his superb analysis o the most important series of battles i Sherman's approach to Atlanta, Hes makes a convincing case that there i no better forum to learn the intricacie of Confederate fieldwork design an construction than the Battle of Kenne saw Mountain.

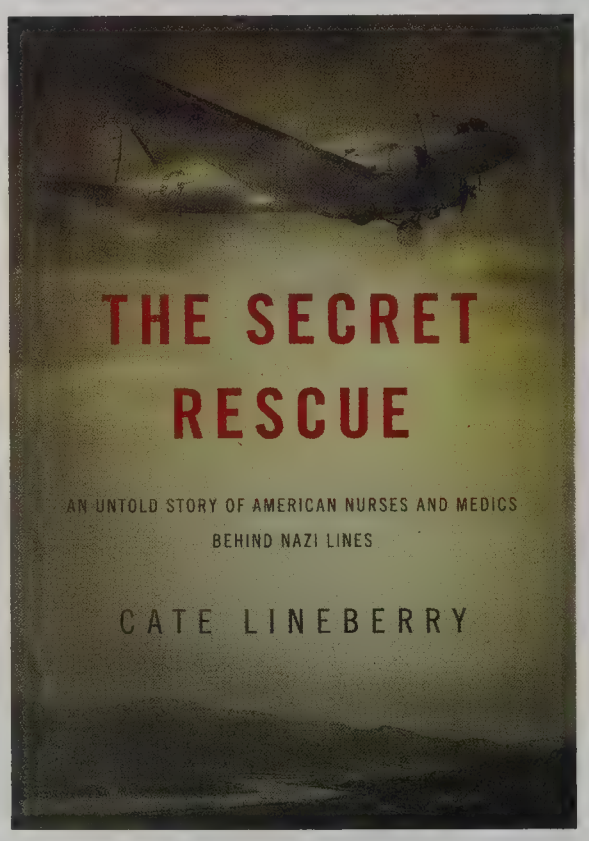
COL Cole C. Kingseed, USA Ret., Ph.D., former professor of history at the U.S. Mil itary Academy, is a writer and consultant

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'The Forgotten Heroes'

The Secret Rescue: An Untold Story of American Nurses and Medics Behind Nazi Lines. *Cate Lineberry. Little, Brown and Company. 245 pages; black-and-white photographs; index; maps; notes; $27. Publisher's website: www.littlebrown.com.*

By Nancy Barclay Graves



While doing research on World War II, Cate Lineberry, a former staff writer for *National Geographic* and the Web editor of *Smithsonian*, stumbled upon the story of 2LT Agnes Jensen Mangerich, a U.S. Army nurse with the 807th Medical Air Evacuation Transportation Squadron (MAETS), which was forced to land in Albania in November 1943 during a routine flight from Sicily, Italy to Bari, Italy. She references 2LT Jensen's memoir, government records and testimonies from other members of the party, including a series of interviews with the last surviving member. She also traveled to Albania and interviewed family members of those partisans who helped the Americans, some of whom were children who remembered the *cupke Amerikane* (American girls). Lineberry produced a well-told story of incredible heroism and sacrifice in war-torn Albania. Her dedication—"For the forgotten heroes"—is particularly appropriate.

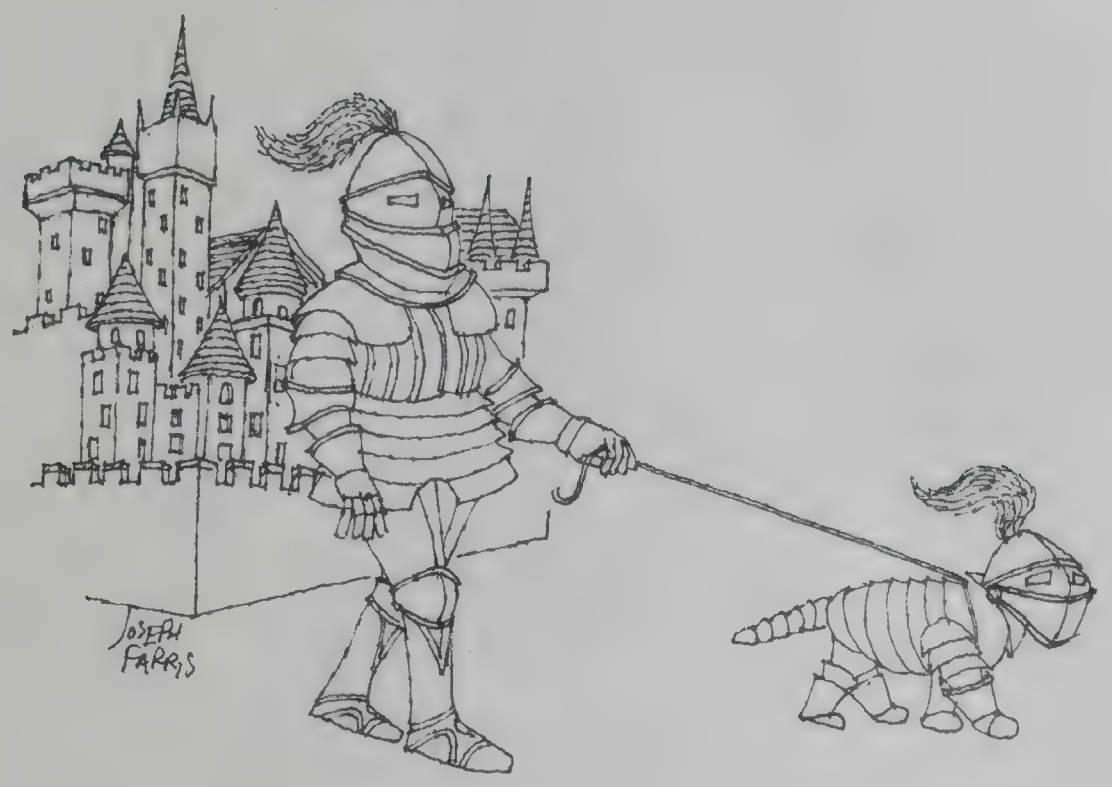
On November 3, 1943, 13 nurses of the 807th MAETS, along with 12 medics of the same squadron and one from another squadron hitching a ride, embarked on a routine two-hour flight from Sicily to Bari, 260 miles away. A blinding storm prevented them from landing at Bari. The pilots tried to get above or below the storm and flew blind for several harrowing hours. Seeing an airfield that looked as though it could accommodate the aircraft, they came in for a landing. Unknown to them, it was a German airfield.

As they tried to land, the Germans suddenly fired at them, and several German planes took to the air to chase them. The pilots managed to elude the Germans, but low on fuel and with some damage to the tail of the plane from enemy fire, they needed to land. They brought the plane down on what appeared to be a dry lake bed. Almost immediately, a group of partisans emerged from the trees and urged them to follow quickly before the Ger mans appeared. Thus began a nine week saga of privation and fortitud on the part of the Americans and hero ism and generosity on the part of th Albanian partisans.

Lineberry describes their trek– close encounters with the German dangerous river crossings and endles mountain climbs. They hiked throug snow, rain and mountains as high a 8,000 feet in south central Albania. A last, they were put in the hands o British operatives who had bee placed behind German lines to gathe intelligence. The British, in turn, pu them in contact with an America who worked for the Office of Strategi Services (OSS) and had also entere the country on a clandestine missio Ten weeks after the crash, 27 boarde a British motor launch and made thei way through German-controlled wa ters safely to Bari.

Meanwhile, three nurses who wer left behind when the other 27 escape had their own tale to tell. They wer housed with a family who conceale them from the Germans, fed them an assured them they would get hom The partisan commander protecte them—probably because their host who happened to be winemaker provided him with his favorite win During this time, the American OS officer returned to Albania, charge with rescuing the three remainin nurses.

The partisans and British and Amer can intelligence officers who helped th



ıericans did so right under the noses he German occupiers, making for an redible story. Lineberry has done ellent research into the clandestine tish special operations executive nch and the American OSS—pre-sor to the CIA—both of which ced men behind enemy lines. Line-ry describes how these brave men vho, to the general public, are un-own heroes—risked their lives.

The detailed narrative of this Al- banian episode during World War s riveting. Lineberry has made the herto unpublished experiences of nurses and medics of the 807th AETS—and the four crew members o piloted their plane—a part of orld War II written history. She s included an overview of the air acuation program, the intelligence anches, and Albania and its brave rtisans. The story does not end ere, though, as Lineberry describes an epilogue the lives of these 30 nericans, the intelligence officers who helped them, and the fate of some of the partisans who housed, fed and guided them after their experience in Albania. Life was not kind to the partisans: Some of them were tortured and executed for their roles.

The Secret Rescue is a quick read with some startling episodes, offering glimpses into the lives of people who were generally unknown in World War II.

Nancy Barclay Graves *is a freelance writer who lives in Arlington, Va.*

PUBLICATIONS
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LWP 96 – Institutionalizing Stability Operations: A Policy Analysis by Michael Kelly McCoy (June 2013)

LWP 95 – Cyberspace Operations in Support of Counterinsurgency Operations by David W. Pendall, Ronald Wilkes and Timothy J. Robinson (April 2013)

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LWP 93 – Strategists Break All the Rules by Major Adelaido Godinez (January 2013)

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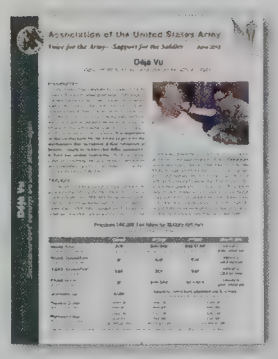
LWP 91 – Irregular Warfare: Counterterrorism Forces in Support of Counterinsurgency Operations by Colonel William B. Ostlund (September 2012)[3]

ational Security Watch

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- **Command Sergeant Major Jimmie W. Spencer Retires from AUSA**[2] (3rd Quarter 2013)
- **Army Senior Leaders on the Effects of Sequestration**[2] (2nd Quarter 2013)

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[1] Available ONLY on AUSA website at www.ausa.org/ilw.
[2] Lead story.
[3] Winner of the 2012 AUSA/Army Capabilities Integration Center (ARCIC) writing contest.

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Historically Speaking

What Aunt Elizabeth Would Have Said

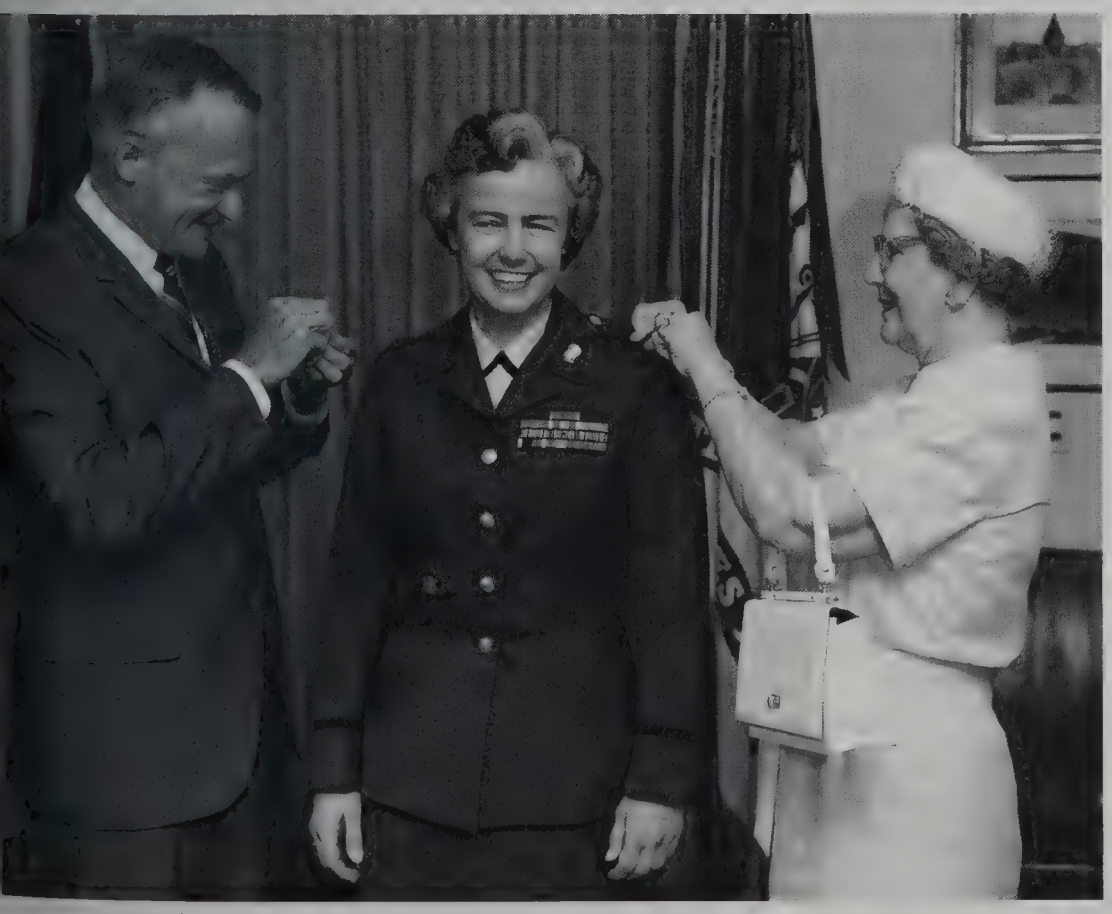
By BG John S. Brown
U.S. Army retired

Unfortunately, rape and sexual assault are not new issues for our Army. One ght have thought they were, given the or of recent congressional testimony and media attention hese topics. My wife's late Aunt Elizabeth P. Hoisington strong views on the subject and was inclined to speak mind. She spoke with some authority, as she was the general officer in the Women's Army Corps (WAC). She served in the armed forces when women in uniform nbered in the hundreds of thousands. As director of the C, her highest priority was mission accomplishment, but ted within that priority came ample attention to mini- ing sexual victimization. Beyond the family connection, joyed a considerable exposure to BG Hoisington and her eagues while serving as the Army's chief of military his- and trying to get their portion of the Army's story right. s article stems from my memory of these conversations interviews, two years' service as an equal opportunity f officer in the early 1970s, and references such as those nd in the recommended reading.

G Hoisington was a veteran of the World War II cam- gns in France and Germany. Many of her colleagues had such wartime service as well. They were fiercely dedi- ed soldiers but also were mindful of the darker side of sol- misconduct. In the newly published *What Soldiers Do: and the American GI in World War II France*, author Mary ise Roberts takes on this darker side. American soldiers petrated perhaps 3,500 rapes in France and about 12,000 in Germany. Beyond those guilty of rape, far more solicited sexual services from desperate women employing leverage we would consider discreditable. We castigate the Japanese for "comfort women" as if the underlying principles were unique to them. On balance, the behavior of our soldiers was far better than that of most contemporary armies in this regard, but our sins did besmirch an otherwise magnificent record for selflessness and sacrifice. BG Hoisington carried with her an appreciation that moral codes can disintegrate in a combat theater and of the role of effective leadership in reversing the process. A professional lifetime of further exposure to "boys in the barracks" mentalities deepened her commitment to consciously addressing potential sexual abuse. The protective structure BG Hoisington and her colleagues erected could be described as consisting of advocacy, support, paternalism, "defensive driving" and rules of thumb.

Advocacy

WACs served under a female chain of command. During the day, when on operations, or when detached, they dispersed to workstations that more often than not were under male supervision at some level. At night or when work was done, they returned to the control of their WAC detachment commanders. The nature and distribution of women's duties were such that the detachment commander routinely had access to the most senior commanders on post or in sector, including general officers. Far from accepting dismissive "boys will be boys" responses from junior leaders, the detachment commander could readily escalate up the chain to press reports of misconduct upon senior leaders. WAC first sergeants had a particular reputation for not "letting things go." No one wanted to be on the wrong side of a WAC first sergeant. Detachment commanders could—and did—unilaterally reassign individual WACs from work situations they considered risky, either because of suspected sexual harassment or because of budding "office romances." In cases of sexual harassment, a second report from a different and



Secretary of the Army Stanley R. Resor and Mrs. Gregory Hoisington (right) pin the eagles of a full colonel on the new director of the Women's Army Corps (WAC), Elizabeth P. Hoisington, in 1966.



In 1944, LT Lee Roye McDaniel of Eufaula, Okla., swears in a group of WAC recruits from New York and New Jersey. WACs served under a female chain of command. The Corps, which existed from 1943 through 1978, supplied their needs and regulated their conduct.

newly assigned WAC could give the detachment commander or first sergeant the leverage needed for relentless pursuit. In cases of romance, they could at least guarantee that it did not amount to fraternization. Complaints of sexual assault were unlikely to be swept under the rug. The female chain of command was hard-nosed about such infractions. They could not guarantee punishment, but they could insist that the Uniform Code of Military Justice be exercised as designed.

Support

WACs enjoyed not only the support of their chains of command but also the support of their peers. A detachment brought scores of women together under one roof, often 100 or more. Their all-female accommodations could take on the character of a college dormitory, and the women characteristically passed more of their time "at home" than their male counterparts did in the barracks. Their billets afforded WACs a refuge from the generally male environment that surrounded them. The high concentration of women improved the odds that any given woman would fall in with kindred spirits. This afforded them strength in numbers when they set forth for recreation and entertainment. Buddy plans flowed naturally from these arrangements, and the women got into the habit of looking out for each other. Recreation at the time tended to be event-dri-

ven: a dance on post or off, a feature night at the club, a tr organized by a unit or recreation center, or a movie. In the settings, groups of women encountered groups of men circumstances that went against isolation. When deploy or in the field, the general pattern continued. Policies fo bade deployments into circumstances wherein there we not reasonable concentrations of women and reasonable e pectations of privacy. The definition of *reasonable* was hea ily influenced by the opinions of WAC first sergeants, wo often enough mustered engineers and others to get facilit right and channel the flow of male traffic. Ultimate women set out on their own to establish individual re tionships outside the cocoon afforded by the WAC deta ment, but they did so knowing that the cocoon was there

Paternalism

The Women's Army Corps, in existence from 1943 throu 1978, was breathtakingly paternalistic. The stereotypi WAC was a young woman serving her country and enj ing an episode of adventure before getting on with the r of her life. Pregnancy and motherhood, whether wed or u wed, were almost invariably a basis for dismissal throu 1974. In actual practice, older women were more commo the WAC than the stereotype might suggest, but the so system was premised on the notion that junior enlist WACs were young women entrusted to the supervision a care of the Army. More than once, BG Hoisington spoke inspiring confidence in mothers that the WACs who w their daughters were in good care. Controls such as sign in, signing out, curfews, off-limits areas and the like var by location but were commonplace. Young men showing to pick up a date almost invariably encountered the cha of quarters, generally encountered a fistful of interes housemates, and often encountered an NCO. Had they p ferred anonymity, it would have been stripped away.

***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. Author of* Kevlar Legions: The Transformation of the U.S. Army, 1989–2005, *he has a doctorate in history from Indiana University.*

he Army had a role in picking your friends if you were 'AC, as it was more highly selective with respect to fe- e volunteers than it was with male draftees. One quip it that a WAC was a good deal because she was twice mart and ate half as much as her male counterpart. Se- ion screened against present or previous pregnancy, rtion, drug use, venereal disease, alcohol abuse or other ditions then regarded as lapses in moral judgment. The was to gather a body of wholesome young women t likely to become trouble for themselves or others.

he WAC chain of command, generally unmarried, pyra- led above the junior enlisted like a priesthood: They had problem dispensing guidance intended to protect their rges from morally risky situations. When deployed, the ernalism was, if anything, greater. The authority and in- siveness of the chain of command was more complete. It uld perhaps be noted that such paternalism comported h the overall culture of the times. It was not unusual for ng college women, for example, to go to "girls' schools" ive in "girls' dorms," have curfews, have male visitors heir living areas limited in their access and screened by adult hostess, and risk expulsion if they engaged in ne litany of proscribed behaviors.

'Defensive Driving'

G Hoisington was not inclined to underestimate the ca- ity of male soldiers for bad behavior. Effective leader- could keep this under control, but the prevention of ual abuse was seldom the top priority for male chains of mand. It was not that they indulged sexual abuse, but her, they did not think much about it.

VAC leaders took to encouraging "defensive driving" en in the presence of male soldiers. The dispersion of Cs through places of duty featured buddy plans, which re encouraged after hours as well. Appropriate dress l decorum were consciously instilled. Serious drinking he presence of men was considered a bad idea, and be- drunk in the presence of men was considered a terrible . Male barracks and specified establishments were off- its. The sisterhood included taking an interest in the nes and units of men your friends were dating—and let- g these men know you had taken such an interest. Have ood time, but be careful. WAC leaders were more than py to discourage behaviors that, in their view, increased risk of unwanted attention or sexual abuse.

Rules of Thumb

here were other strategies whereby the WAC headed off ential sexual abuse. One rule of thumb was for soldiers different ranks or genders not to be alone in the same m with the door closed—unless they were willing to let ple think it was what it could be. The proscription on xing ranks in isolation applied regardless of gender. rd party witnesses protected all parties involved. WACs re reminded that it was their right to insist that male col- gues, regardless of rank, not see them alone. Clerks or ers working late did so in pairs or kept a buddy with them. Office romance was discouraged and generally resulted in one soldier or the other being moved. Fraternization had a similar result, only faster. Health and welfare inspections of enlisted barracks were routine in the Army of the time. Many units had them once a week, with unscheduled inspections as well. WAC leaders could pick up on signs of risky behavior, since they knew what to look for. Counseling took on more of a moral tone than would be possible today, and admonitions to avoid undesirable company probably carried more weight. If a WAC had had an incident that she had declined to report, it might well come out during such counseling. One rule of thumb was that you don't wait for your soldiers to come to you with their problems. You ask.

* * *

Times change. BG Hoisington's generation could be the grandmothers, or even great-grandmothers, of soldiers serving today. Their solutions cannot be a blueprint for today's Army. Our female soldiers come from a different cultural milieu into an Army that has different expectations of the roles they will play. The point to be made, however, is that Hoisington and her colleagues did develop a comprehensive system addressing sexual abuse that fit into the context of their times. They knew what they were up against. They took ownership of the problem—for a professional lifetime, not for an assignment. They shaped the circumstances wherein WACs interacted with male counterparts. They prepared for foreseeable problems, large and small. They responded to infractions in a coherent fashion and with a singleness of purpose. The Army Nurse Corps of the time similarly protected its own—albeit somewhat differently, as it was more heavily populated by officers and served in a different professional context.

Do we have comprehensive approaches to sexual assault that fit the Army culture of our day? If the answer is no, we might canvass the advocacy, support, paternalism, "defensive driving" and rules of thumb of BG Hoisington's generation to see if there are lessons in them that pertain to our own. ★

Recommended Reading

Holm, Jeanne, *Women in the Military: An Unfinished Revolution* (Novato, Calif.: Presidio Press, 1982)

Ingraham, Larry H., *The Boys in the Barracks: Observations on American Military Life* (Philadelphia: Institute for the Study of Human Issues, 1984)

Morden, Bettie J., *The Women's Army Corps, 1945–1978* (Washington, D.C.: Center of Military History, 2000)

Roberts, Mary Louise, *What Soldiers Do: Sex and the American GI in World War II France* (Chicago: University of Chicago Press, 2013)

Treadwell, Mattie E., *U.S. Army in World War II: Special Studies—The Women's Army Corps* (Washington, D.C.: Center of Military History, 1954)

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Army Partners With U.S. Vietnam War Commemoration

LTG Raymond V. Mason, Army G-4 (left), and LTG Claude M. Kicklighter, USA Ret., director of the United States Vietnam War Commemoration, met recently with retired Vietnam War veterans at the Pentagon to mark the newly formed partnership between the Army and the commemoration committee. Last May, President Barack Obama officially proclaimed the period from May 28, 2012, to November 11, 2025, as the "Commemoration of the 50th Anniversary of the Vietnam War." The Army is the first military service to sign on as a partner. During the Pentagon ceremony, LTG Kicklighter presented LTG Mason, who represented the Army, with a Vietnam War Commemorative Partner Certificate and flag to mark the Army's official partnership status. Throughout the next 12 years, the commemoration's partners will organize ceremonies and conduct outreach events to honor Vietnam veterans and their families.



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An Argument for National Service
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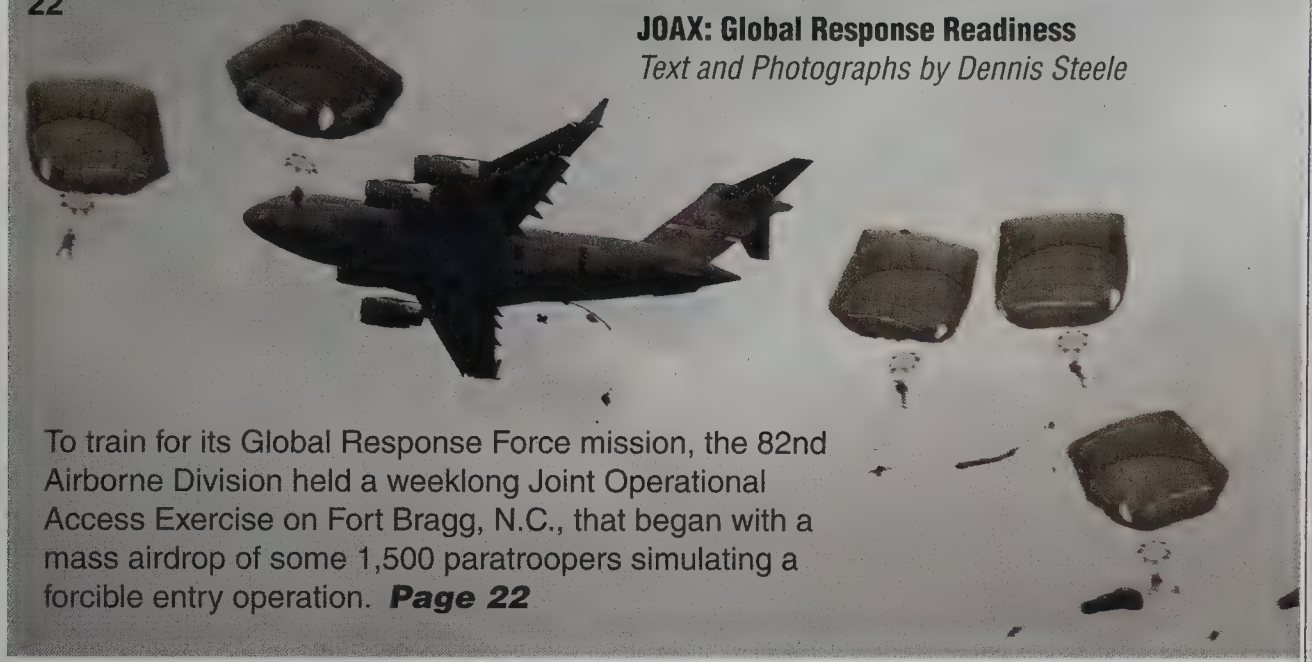
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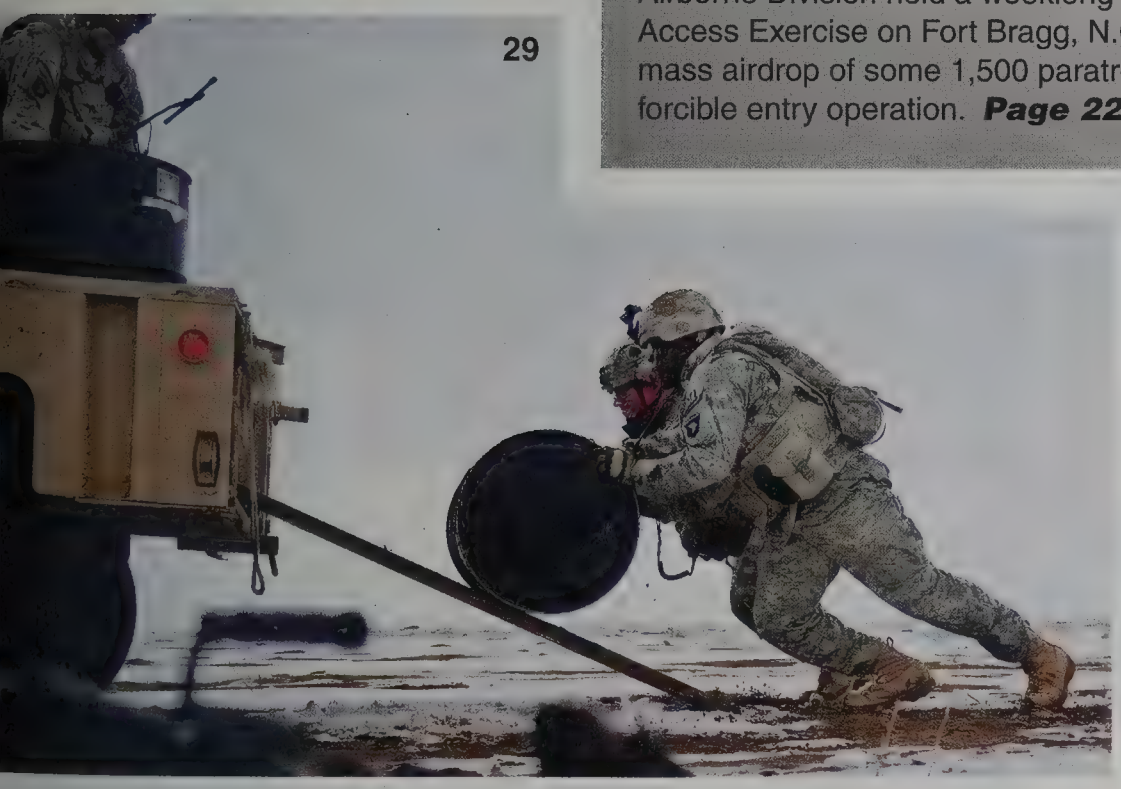
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JOAX: Global Response Readiness
Text and Photographs by Dennis Steele



To train for its Global Response Force mission, the 82nd Airborne Division held a weeklong Joint Operational Access Exercise on Fort Bragg, N.C., that began with a mass airdrop of some 1,500 paratroopers simulating a forcible entry operation. **Page 22**

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ling an operational energy advisor to a unit deployed in Afghanistan is ep toward instilling an energy-informed culture in the Army. Improving rgy efficiencies can save millions of dollars, increase power reliability, up personnel and improve soldiers' overall quality of life. **Page 29**

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DCGS-A in the Spotlight at Enterprise Challenge 13
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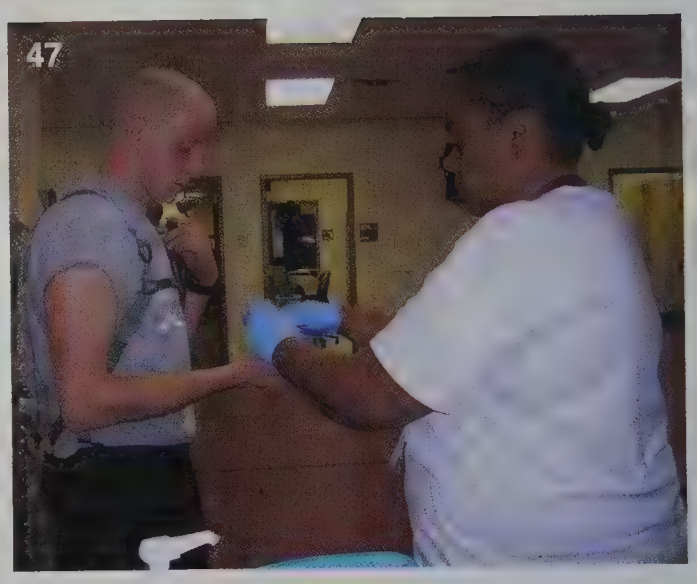
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Sputtering out with a cease-fire rather than a clear win, the Korean War was a war of attrition that lasted so long and cost so many lives that it has taken more than 60 years to appreciate its value. ***Page 42***



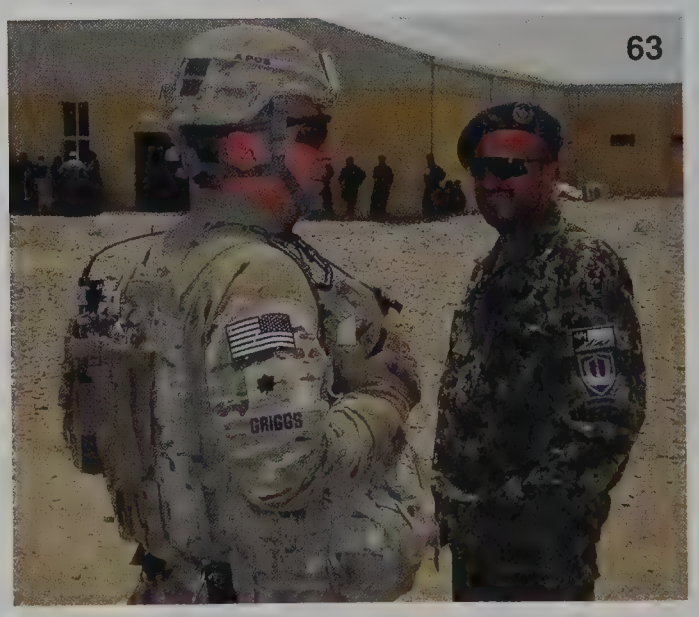
Eighth Army Addresses Korea's Mission Command Challenges
By MAJ Christopher Cline and *MAJ Matthew Yiengst*
Forward-deployed Eighth Army displayed its ability to address emerging threats on the Korean peninsula during the Key Resolve 2013 exercise when it deployed its operational command post, which allows commander and staff to coordinate combat power, resources and overall Mission Command. ***Page 58***



Medical Advances
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The U.S. Army Medical Research and Materiel Command continues to produce new remedies a is focused on establishin more effective methods f diagnosis, treatment and long-term management c the health-related consequences of war.
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The Philippine War
By LTC Thomas D. Morgan USA Ret.
When the Philippines became a U.S. territory after the Spanish-Americ War in 1898, relations between U.S. soldiers an Filipino troops deteriorat as the islanders struggle for independence. The United States launched a aggressive and success counterinsurgency.
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Letters

On the 'Graduate Level of War'

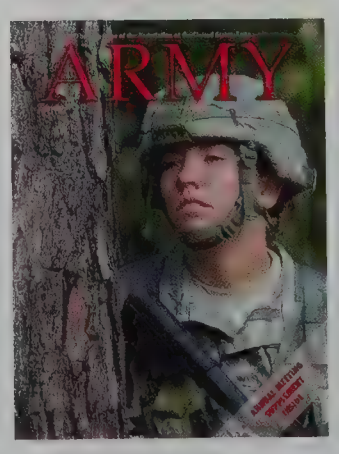
■ I don't think counterinsurgency doctrine is pure hokum, as COL Gian Gentile of the West Point faculty says in a recent article posted on e-International Relations' website (www.e-ir.info). Those who say counterinsurgency is the "graduate level of warfare" exhibit far less than a graduate-level understanding of war. The purpose of all warfare has been either to impose—by force—a new and more desirable political reality on others or to prevent others from forcing an intolerable one into being. Nevertheless, I see exceptions to the proposed definition. Success may be attributed to amazing luck, overwhelming resources and persistence in spite of gross failures.

However, real "graduate-level" performances may have more to do with understanding and practicing the art of the possible. Take Ho Chi Minh on one side and President Lyndon B. Johnson on the other. At one point during the Vietnam War, Johnson wanted to bring Ho to the negotiating table in Paris to talk about how to end the war and keep the status quo (a divided Vietnam). Johnson and his generals believed that Ho and his government would choose a divided Vietnam over continuing to suffer the huge losses imposed by American fighting methods.

Ho had a better understanding of the art of the possible. He understood that a democratic government that was already illegitimate in the eyes of South Vietnamese villagers, even when propped up by foreigners who were not much different from their former colonial masters, would eventually fail. H believed this would happen partly b cause the postcolonial Vietnamese r gime was almost as foreign to the pe ple in the villages as were the foreigne and that the foreigners would tire their propping up and killing wh they suffered enough casualties. H also believed that the number of casu ties his enemies could absorb politica would be far fewer than the numbers f his own regime and that the people b hind it could reunite the country ma of them had fought to free from Japa ese rule and French colonialism. Wh President Johnson and his generals didn't understand is what French G Jacques-Phillippe Leclerc, a standout among the "Free French" generals f World War II who was sent to Vietna in the wake of the Japanese surrender understood many years before. Wh asked what it would take to convin the Viet Minh to accept French he mony, he replied that it would take h a million men and even that might b be enough. The rest is history.

That leaves me with this: Gradua level practitioners understand the r of the possible in the world they h habit, learning and adapting when ta world changes. They understand th logic of deterrence and how to prac it. They understand the logic of de fense: what needs to be defended a how to defend it. They understand th logic of offense: how to choose be tween the annoying or burdensom state of affairs one must try to chan by peaceful means (or accept), and truly intolerable or unacceptable sit

This Month's Cover



PFC Chloe Odell, a medic in Company C, 782nd Brigade Support Battalion, 4th Brigade Combat Team (BCT), 82nd Airborne Division, competes for the expert field medical badge (EFMB) at Fort Bragg, N.C. The 4th BCT hosted the EFMB competition for the division in late June. The difficult multiday competition tests medical, tactical and physical skills.
(Cover photograph by Dennis Steele)

n one must try to change by force; hat it takes in any given "intolera-e" situation with truly intractable es; and to really change the status o for the better. Toppling an intoler-le regime is relatively easy, but creat-g a favorable outcome afterward is rd work. It is far more than "mop-ng up," and it doesn't exactly require st-colonial counterinsurgency meth-s. It requires understanding how to ate a new and functioning political der from the chaos of destruction thin the short window of time before erators become loathsome occupiers d the price in blood and treasure is difficult to bear. That kind of de-uction and creation is graduate-level rk. It will require tailor-made strate-s in every case. It will also require intelligent modification of off-the-k tactics to suit the strategy and the uation. This is the most important son of the last decade of war. It is o the lesson we didn't learn after etnam.

BG Huba Wass de Czege, USA Ret.
Easton, Kan.

First Female Generals

■ In BG John S. Brown's article ("Historically Speaking," August), he wrote that his wife's late aunt, BG Elizabeth P. Hoisington, was the first female general in **the Women's Army Corps**. In fact, the first woman to attain the rank of general officer in the U.S. armed forces—Anna Mae Hays—was promoted to brigadier general as the chief of the Army Nurse Corps shortly before BG Hoisington. Both ceremonies were held on June 11, 1970; BG Hoisington's ceremony was held immediately after BG Mays' promotion. Although BG Brown's article is technically correct, it may inadvertently give the impression that BG Hoisington was the first woman to become a general officer in the U.S. military.

The ceremony was officiated by Secretary of the Army Stanley R. Resor and Army Chief of Staff GEN William C. Westmoreland, and Army Surgeon General Hal B. Jennings pinned the stars on BG Hays' uniform. GEN Westmoreland also officiated at her retirement on August 31, 1971, awarding her the Distinguished Service Medal, and hosted a reception in her honor at the Pentagon in Arlington, Va.

COL Bill Harris, USA Ret.
Bethlehem, Pa.

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Washington Report

Defense Spending Bills

Two different versions of the fiscal year (FY) 2014 defense appropriations bill moved through Congress in July. The House of Representatives approved a $598.3 billion bill that provides $512.5 billion for non-war funding and $85.8 billion for overseas contingency operations. It includes a 1.8 percent pay raise for military personnel and an amendment that prohibits any new fees on the TRICARE for Life program. President Obama has already threatened to veto the legislation.

The Senate version was approved by the Defense Appropriations Committee in early August. It totals $594.4 billion compared to $604.7 billion in pre-sequester FY 2013. The Senate bill provides $516.4 billion for the base budget and $77.8 billion for overseas contingency operations, which is $2.9 billion less than requested. It includes a 1 percent pay raise and notes a reduction in funding for general and flag officers designed to "rein in the cost of senior officers, their benefits, and staff."

Congress then adjourned for a five-week recess. Only 16 legislative days are scheduled before FY 2014 begins on October 1. It seems not only possible but also likely, given the timing and expected budget battles, that funding will be provided by another continuing resolution.

Senate Confirmations. For the first time in more than a month, the Senate addressed the large backlog of servicemembers awaiting confirmation. Among the more than 2,000 military nominations confirmed, the Senate approved Chairman of the Joint Chiefs of Staff GEN Martin E. Dempsey for a second two-year term in a voice vote. The general underwent a contentious hearing when he declined to provide his personal views on U.S. military options in Syria.

The Senate also confirmed LTG Curtis M. Scaparrotti as commander of U.N. Command/Combined Forces Command/U.S. Forces Korea and promoted him to the four-star rank. He will replace GEN James D. Thurman, who has held the position since July 2011 and is retiring. LTG Scaparrotti, a 1978 graduate of the U.S. Military Academy at West Point, N.Y., has served at the director of the Joint Staff since August 2012.

Medal of Honor. President Barack Obama is scheduled to present the Medal of Honor, the nation's highest award for valor, to SSG Ty Michael Carter for his "conspicuous gallantry" in Afghanistan in late August at the White House. SSG Carter will be the fifth living recipient of the award for actions in Iraq or Afghanistan.

He was serving as a cavalry scout with the 61st Cavalry Regiment, 4th Brigade Combat Team, 4th Infantry Division, during combat operations in a remote mountain valley in Nuristan Province, Afghanistan, in 2009, when some 400 insurgents attacked the 54 members of his troop defendi Combat Outpost Keating.

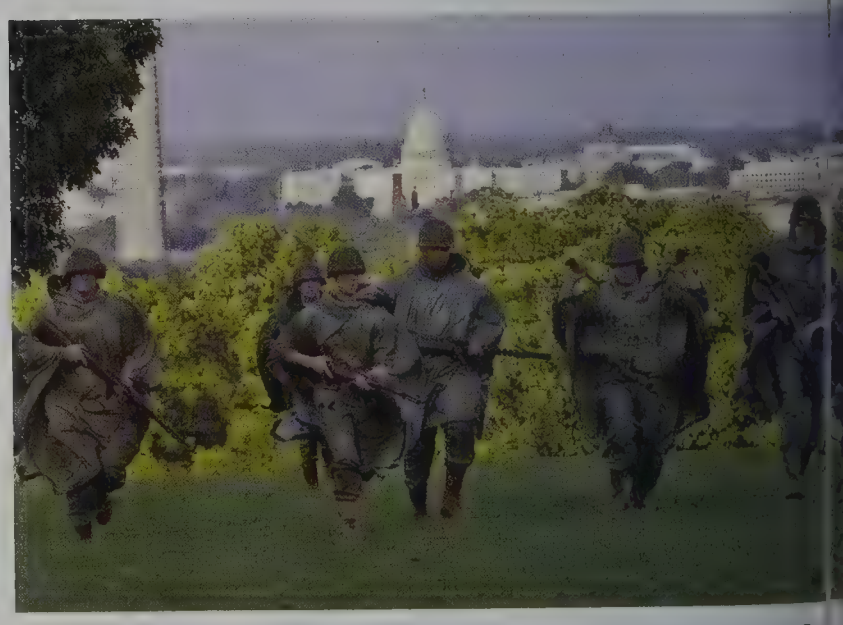
Another survivor of that firefight, former SSG Clinton Romesha, received the Medal of Honor in February.

More information about the award and the ceremony w be in a forthcoming issue.

Science and Technology Funding Vital. LTG William Phillips, military deputy/director of the Army Acquisiti Corps, Office of the Assistant Secretary of the Army for A quisition, Logistics and Technology, emphasized in July th funding science and technology (S&T) is vital to the Arm future. Speaking at an Association of the U.S. Army me ing, he said it would take the Army a generation to recov from the recent $37 billion in cuts throughout DoD and a other $52 billion in reductions facing DoD in fiscal ye 2014.

"In a word, it's devastating, a word I've used in tes mony twice before Congress in this year alone," he said the effects of the Budget Control Act and the across-th board cuts of sequestration. Reductions in procurement a research, development and acquisitions accounts may e necessary, he said, but "we can't leverage S&T becau when we come out of this, we have to have programs place in the technologies to push the Army forward."

LTG Phillips explained that the Army's tactical comm nication network is crucial to ensuring that U.S. soldi have the advantage over the enemy.



The Capitol serves as a backdrop for members of the 3r U.S. Infantry Regiment (The Old Guard) dressed in perio uniform as they participate in a military pageant at Joi Base Myer-Henderson Hall, Va., on July 24. They were com memorating the 60th anniversary of the signing of the Ko rean Armistice Agreement on July 27. The Korean Wa which killed more than 36,000 Americans, "was no tie. Kore was a victory," President Obama said at a ceremony at th Korean War Veterans Memorial in Washington, D.C.

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INSPIRED WORK

News Call

U.S. Options in Syria: How Military Force *Could* Be Used

In July, GEN Martin E. Dempsey, Chairman of the Joint Chiefs of Staff, presented five military options to deal with the civil war in Syria that range from the least to the most involved and expensive and would take "several hundred to several thousand" U.S. troops. It was the first time the military has described approaches to the problem.

In a letter to the Senate Armed Services Committee, the general explained how the United States might shift the balance of power away from Syrian President Bashar al-Assad to the opposition while suggesting that a mission would be expensive as well as risky for the United States. He detailed the logistics and cost of each option, pointing out that his advice was on "how military force *could* be used in order to decide whether it *should* be used."

Civilian leaders must make the decision on what action to take, said GEN Dempsey, but "once we take action, we should be prepared for what comes next. Deeper involvement is hard to avoid." He also said the use of force "is no less than an act of war" and "we could inadvertently empower extremists or unleash the very chemical weapons we seek to control."

The first option, which would cost approximately $500 million per year, is to use ground troops to train rebels in tactics and the use of weapons. Conducting limited airstrikes to attack Syrian air defense systems and other military targets is the second option, but it could result in unintentional civilian casualties as well as retaliatory strikes. The third option is establishing a no-fly zone, which would ground Assad's aircraft and thus prohibit attacks and aerial resupply, but this would cost as much as $1 billion a month for a year and could result in the loss of American aircraft. It might also be ineffective since Syrian forces depend heavily on mortars and artillery. A fourth option—setting up sanctuaries beyond the control of the Syrian government where rebel forces could train and refugees could get humanitarian aid—would demand thousands of U.S. ground troops. It would require a limited no-fly area to prevent the government from attacking refugees, and it would cost at least $1 billion a month. In addition, it would be risky because the buffer zones could be come bases for extremists. The last op tion calls for destroying parts of Syria stockpile of chemical weapons, preven ing their shipment, and confiscatin and securing weapon components. would call for thousands of special op erations forces and other troops on th ground as well as hundreds of aircra ships and other assets.



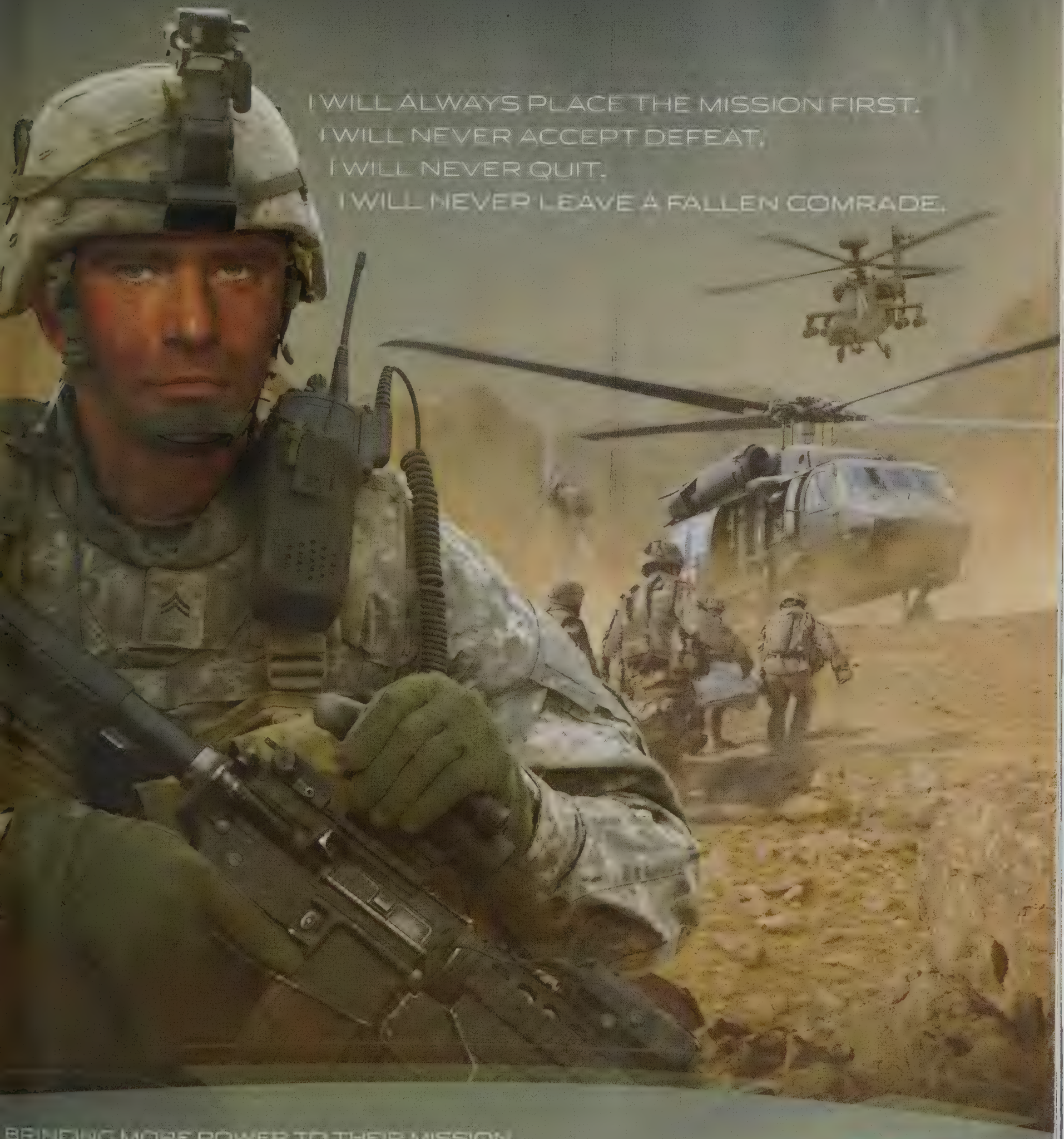
U.S. Army/SSG Shane Hamann

U.S. soldiers quickly move away after loading a wounded Afghan border policeman into a UH-60 Black Hawk medevac helicopter on Forward Operating Base Spin Boldak in Kandahar Province, Afghanistan. Several policemen were wounded in the July incident while conducting security operations near the base.

Afghanistan Outlook. GEN Martin Dempsey, Chairman of the Joint Chie of Staff, met with Afghan Preside Hamid Karzai in late July and can away optimistic that the United Stat and Afghanistan can sign a bilateral s curity agreement by October. The pa will provide the basis for the U.S. an NATO mission in Afghanistan aft December 31, 2014—when the curre agreement expires—and will inclu legal protections for U.S. servicemen bers based there. A similar NATO agre ment is expected to follow. Together, t two would set troop numbers beginni in 2015.

Through the summer fighting se son, the United States is maintainin some 60,000 troops in Afghanista That number will fall to 34,000 February 2014 and will remain the for 90 days after the Afghanistan pre idential election, which is schedul for April 5, 2014. If the elections a postponed, it will be difficult to me the withdrawal deadline.

During a news conference in Kab Afghanistan, after the meeting, GE Dempsey said that he does not "reco mend a zero option" in response questions about the withdrawal of U.S. troops from Afghanistan after International Security Assistance Fo mission ends. He noted that signing agreement just over a year before current mandate ends will give the t countries time to prepare and adjust the new follow-on mission, wh NATO has named Resolute Support.



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Hagel Announces Budget Cuts. During a July visit to military bases, Secretary of Defense Chuck Hagel announced 20 percent budget cuts for not only his office but also that of the Chairman of the Joint Chiefs of Staff as well as the Pentagon headquarters offices of the four service chiefs.

The cuts, which will take effect from 2015 to 2019, are based on the work of the Strategic Choices and Management Review and will be implemented even if Congress lifts the sequester mandating automatic, across-the-board cuts. The cuts will target civilian and contract personnel and are projected to save $1.5 million to $2 million over the five-year period.

DoD is planning for the full range of sequester reductions that could add up to $500 billion in defense spending cuts over the next 10 years, Hagel said. "I've got to prepare this institution and our people for the facts of life and the reality as it is and the law that is now in place," he said. Force reductions and further cuts in personnel may be required in order to sustain military readiness and training. "You can't buy bac readiness," he said.

New Army Combat Uniform. Th Army has begun issuing a new Arm combat uniform (ACU) designed t better fit female soldiers. The ACU-A ternate (ACU-A) was designed f women but has been approved for us by both sexes, fitting a wide range body types and coming in many mo sizes than the old ACU.

The uniform trousers are wider the hips, waist and rear and have ela

GENERAL OFFICER CHANGES



LTG E.C. Cardon from CG, 2nd Inf. Div., ROK, to CG, ARCYBER, Fort Belvoir, Va.



LTG F.D. Darpino from CG/Cmdt., TJAGLCS, Charlottesville, Va., to JAG, USA, Washington, D.C.



LTG K.E. Tovo from Cmdr., CSTC-A/Cmdr., NTM-A, OEF, Afghanistan, to Dep. CG, USSOUTHCOM, Miami, Fla.



LTG M.S. Tucker from Asst. DCS, G-3/5/7, USA, Washington, D.C., to CG, First U.S. Army, RIA, Ill.



MG T.E. Ayres from CG, USALSA, Arlington, Va., to DJAG, Washington, D.C.



MG M.W. Boor, USAR, from Dep. Dir. for Logistics Ops., J-4 (IMA), Jt. Staff, Washington, D.C., to Cmdr. (TPU), 99th RSC, Fort Dix., N.J.



MG M.X. Garrett from CG, USARAK/Dep. Cmdr, ALCOM, Fort Richardson, Alaska, to CoS, USCENTCOM, MacDill AFB, Fla.



MG C.M. Nichols from CG, ACC, Redstone Arsenal, Ala., to Dep. CG for Spt./CoS, IMCOM, Fort Sam Houston-JB San Antonio, Texas.



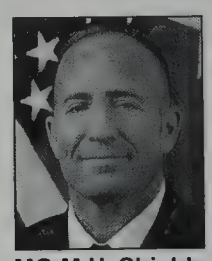
MG J.E. Phillips, USAR, from Asst. Dep. CoS, G-1 (IMA), ODCS, G-1, USA, Washington, D.C., to Dep. CG (AR) (IMA), TRADOC, JB Langley-Eustis, Va.



MG D.J.H. Pittard from CG, 1st Armored Div., Fort Bliss, Texas, to Dep. CG, USARCENT/Third U.S. Army, Kuwait.



MG W.F. Roy, ARNG, from Dep. Dir., Ops., Readiness and Mobilization, G-3/5/7, USA, Washington, D.C., to Dep. CG, USARNORTH/Fifth U.S. Army, Fort Sam Houston, Texas.



MG M.H. Shields from Dir., PACC, J-5, Jt. Staff, Washington, D.C., to CG, USARAK/Dep. Cmdr., ALCOM, Fort Richardson, Alaska.



MG N.P. Tooliatos, USAR, from Dep. CG (AR) (IMA), TRADOC, JB Langley-Eustis, Va., to Cmdr. (TPU), 63rd RSC, Mountain View, Calif.



MG W.D.R. Waff, USAR, from Cmdr. (TPU), 99th RSC, Fort Dix, N.J., to Asst. Dep. CoS, G-1 (IMA), ODCS, G-1, USA, Washington, D.C.

Brigadier Generals: **J.G. Ferrari** from Dir., Jt. and Futures, ODCS, G-8, USA, Washington, D.C., to Dep. Dir., Program Analysis and Evaluation, ODCS, G-8, USA, Washington, D.C.; **T.C. Harrison** from CG, ECC, Redstone Arsenal, Ala., to CG, ACC, Redstone Arsenal; **C.P. Hughes** from Dep. CG (Maneuver), 3rd Inf. Div./Dep. Cmdr. for Maneuver, RC-S, ISAF, NATO, OEF, Afghanistan, to Dep. Cmdt., CGSC/Dep. CG, Leader Dev. and Education, CAC, Fort Leavenworth, Kan.; **D.P. Hughes** from Dep. CG, RDECOM/Senior Cmdr., NSSC, APG, Md., to PEO, C3T, APG, Md.; **R.L. Walter Jr.**, USAR, from Dep. CG, INSCOM, Fort Belvoir, Va., to Asst. Dep. CoS, G-2, USA, Washington, D.C.

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**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*

: at the waist instead of a drawstring. They also feature a shorter crotch ngth, along with adjusted pockets ıd knee-pad inserts. The jacket has immer shoulders, a thinner and more :ted waist, and a longer and wider ɔttom, as well as adjusted rank and ıme tape positioning, pockets, and el-ɔw-pad inserts. Buttons replace Vel-o on the pockets. The ACU-A jacket ıd trousers come in 13 sizes. ACU-As e available at Fort Sam Houston-Joint ase (JB) San Antonio, Texas; Fort Lee, a.; and JB Myer-Henderson Hall, Va. ney will become available at Fort Sill, kla., near the end of the year.

Female body armor and a female ght suit are also being developed, ong with black and yellow physical aining uniforms.

eseret Chemical Depot Closes. Af-r 70 years storing chemical weapons nd conducting demilitarization oper-ions, Deseret Chemical Depot, Utah, formally closed in July.

For its first five decades, the 20,000-acre installation safely stored a majority of the country's stockpiles of chemical agent weapons. For the last 20 years, the depot safely destroyed the nation's largest chemical weapons stockpile. More than 1.1 million chemical munitions containing more than 13,600 tons of agent were safely eliminated there.

The installation's acreage, personnel and property were transferred to nearby Tooele Army Depot. It will be known as Tooele Army Depot, South Area, and will store and distribute conventional ammunition.



U.S. Army/Julia Henning

SMA Raymond F. Chandler III (center left) and Army Vice Chief of Staff GEN John F. Campbell (center right) joined other Army leaders and warrant officers to cut a cake at the 95th birthday celebration of the Warrant Officer Corps. The Corps was established in July 1918, when an act of Congress created the Army Mine Planter Service as part of the Coast Artillery Corps, and has grown to encompass 17 of the 20 branches of the Army.

NCO Online Training. Beginning January 1, 2014, the Army will require noncommissioned officers (NCOs) to complete online training before they become eligible for promotion, and NCO schools will no longer be waived. The Army is formally linking completion of structured self-development (SSD) training with professional military education courses for promotion eligibility. Over the past decade of conflict, NCOs have gained operational experience at the expense of education and training.

Army Directive 2013-15 mandates that waivers for the warrior leader course (WLC) as a requirement for pro-

COMMAND SERGEANTS MAJOR CHANGES*



CSM B. Jones from 2nd BCT, 10th Mountain Div. (LI), Fort Drum, N.Y., to 25th Infantry Div., Schofield Barracks, Hawaii.



CSM R.E. Orosz from First Army Division West, Fort Hood, Texas, to ATEC, Aberdeen Proving Ground, Md.



CSM P. Ramos from Fort Belvoir Community Hospital, Fort Belvoir, Va., to USAPHC, Edgewood, Md.



CSM J.W. Troxell from I Corps and JB Lewis-McChord, Wash., to USFK, Yongsan Garrison, Korea.

■ ***ATEC**—U.S. Army Test and Evaluation Cmd.; **BCT**—Brigade Combat Team; **JB**—Joint Base; **USAPHC**—U.S. Army Public Health Cmd.; **USFK**—U.S. Forces Korea.*

*Command sergeants major positions assigned to general officer commands.

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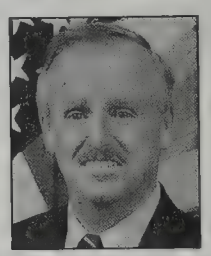
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U.S. Army

Army Chief of Staff GEN Raymond T. Odierno traveled to India in July, where he met with Gen. Bikram Singh, chief of army staff, in New Delhi. The U.S. Army is increasing its engagement in the Asia-Pacific region, and such visits are critical to sustaining military partnerships and strengthening opportunities for engagement.

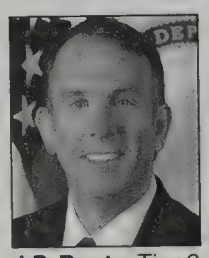
SENIOR EXECUTIVE SERVICE ANNOUNCEMENTS



P.K. Hallinan, Tier 3, from Superintendent, ANC, to Exec. Dir., Army National Military Cemeteries, OSA, both in Arlington, Va.



G.B. O'Keefe, Tier 3, from Dep. AA/Exec. Dir., U.S. Army Resources and Programs Agency, OAASA, to AASA, OSA, both at the Pentagon, Arlington, Va.



J.P. Bentz, Tier 2, from Dep. AG, ALT Audits, to Principal Dep. AG, USAAA, Fort Belvoir, Va.



U. Fiore, Tier 2, from Dir., Soldier and Family Legal Services, OTJAG, to CoS, MEDCOM, Falls Church, Va.



H. Hallock, Tier 2, from Dir., Acquisition Center, AMC, Warren, Mich., to Dep. ASA (Procurement), OASA (ALT), Washington, D.C.



R.R. Naething, Tier 2, from Dir., Capability Development Integration Directorate, CAC, TRADOC, Fort Leavenworth, Kan., to Dep. CG, USARNORTH, Fort Sam Houston-JB San Antonio, Texas.

Tier 1: **V. Grewatz** to Regional Business Dir. (North Atlantic Div.), USACE, New York, N.Y.; **T.E. Webber** to Dir., Space and Cyberspace Technology Directorate, SMDC, Redstone Arsenal, Ala.

***AA**—Administrative Assistant; **AASA**—Administrative Assistant to the Secretary of the Army; **AG**—Auditor General; **ALT**—Acquisition, Logistics and Technology; **AMC**—U.S. Army Materiel Cmd.; **ANC**—Arlington National Cemetery; **ASA**—Assistant Secretary of the Army; **CAC**—U.S. Army Combined Arms Center; **CoS**—Chief of Staff; **JB**—Joint Base; **MEDCOM**—U.S. Army Medical Cmd.; **OAASA**—Office of the Administrative Assistant to the Secretary of the Army; **OASA**—Office of the Assistant Secretary of the Army; **OSA**—Office of the Secretary of the Army; **OTJAG**—Office of the Judge Advocate General; **SMDC**—U.S. Army Space and Missile Defense Cmd.; **TRADOC**—U.S. Army Training and Doctrine Cmd.; **USAAA**—U.S. Army Audit Agency; **USACE**—U.S. Army Corps of Engineers; **USARNORTH**—U.S. Army North.*

motion eligibility to staff sergeant wi no longer be permitted. Among the re quirements for advancement:

- Specialists and corporals mus complete SSD-1 before they can b recommended to sergeant.
- Staff sergeants must finish SSD- before they are eligible for se geant first class (SFC).
- SFCs must complete SSD-4 befo they can be recommended for ma ter sergeant.

Soldiers previously granted waive for the WLC must graduate from th course no later than the end of Septer ber 2014.

Those who are deployed when th changes go into effect on January 1 w have 270 days after redeployment finish the course, and reserve comp nent soldiers will have 270 days aft release from active duty. Soldiers wh do not complete the course will be r moved from the promotion list or d moted to sergeant.

To read the directive, go to www.ap army.mil/pdffiles/ad2013_15.pdf.

Army Casualties In Afghanistan

The following U.S. Army soldiers were reported killed supporting Operation Enduring Freedom from July 1 to July 31, 2013. All names have been released through the Department of Defense; families have been notified.

SPC Nicholas B. Burley, 22

SPC Hilda I. Clayton, 22

SGT Eric T. Lawson, 30

SPC Anthony R. Maddox, 22

PVT Errol D.A. Milliard, 18

SGT Stephen M. New, 29

SPC Rob L. Nichols, 24

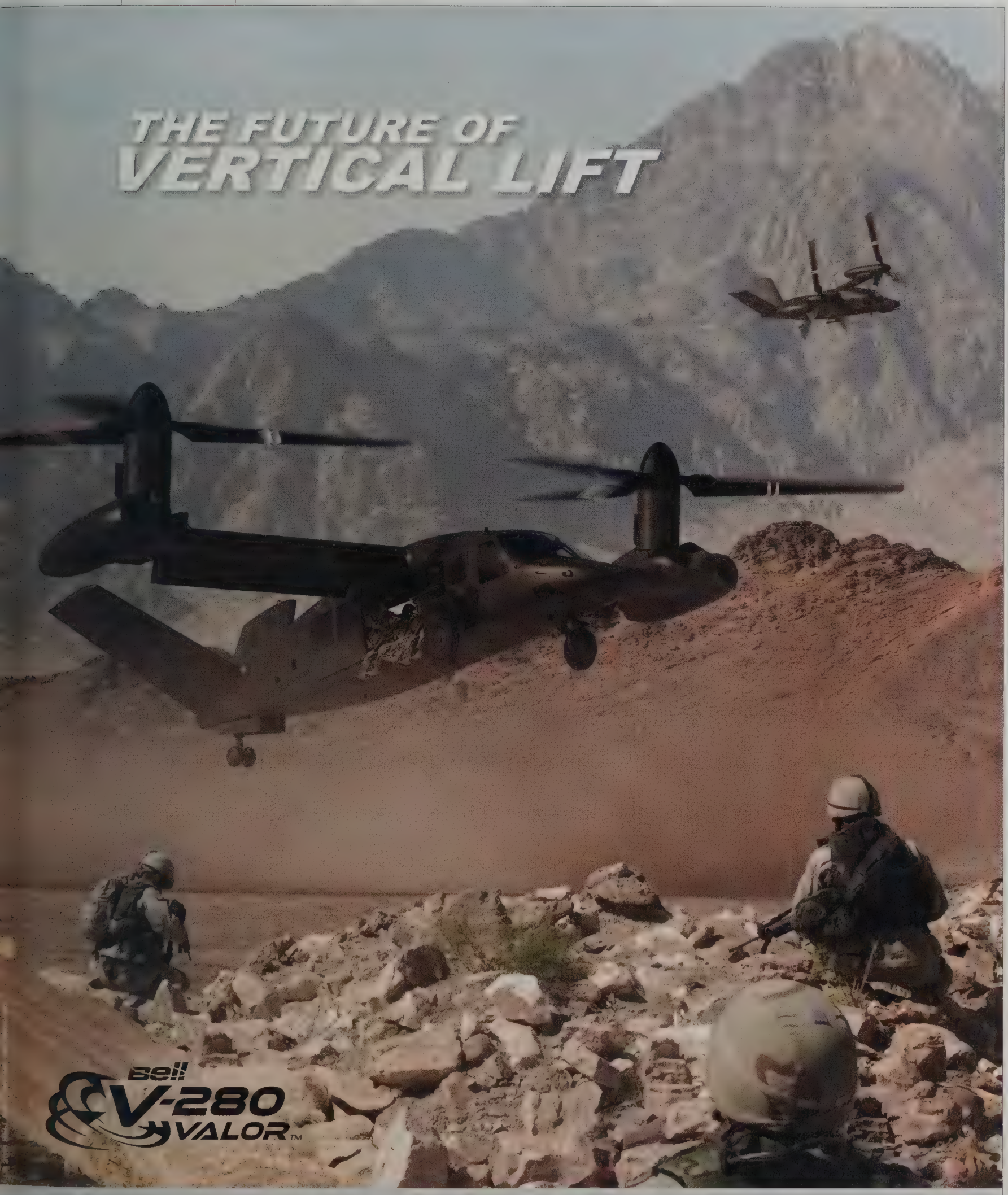
SPC Caryn E. Nouv, 29

1LT Jonam Russell, 25

SGT Stefan M. Smith, 24

1SG Tracy L. Stapley, 44

SSG Sonny C. Zimmerman, 25



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An Argument for National Service

By GEN Frederick J. Kroesen
U.S. Army retired

Periodically, our commentators and columnists bring up the always controversial subject of returning to the draft. Not long ago, one wrote about the unaffordability of the volunteer Army. More recently, there have been articles regarding sequestration and its impact on recruiting when potential volunteers consider reduced end strengths, reductions in force, stretched-out promotions, curtailment of family programs and medical services, and threatened retirement changes.

There have always been good, logical arguments favoring a draft. Almost all 18-year-olds would benefit from the training, discipline and sense of direction that accrue during two years in military service. The return in citizenship, patriotism and a better-qualified workforce is a normal result. A draft would ensure a more representative cross section of the population. We could save all the money that now goes to paying for the recruiting stations, the thousands now assigned to recruiting duty and the advertising bill needed to attract new personnel. We could also maintain the strength of the National Guard and Army Reserve more easily.

The Army doesn't need the draft, however, and doesn't want it. In the past 40 years, the Army has seldom failed to meet its recruiting goals. It has had satisfactory numbers—even during wartime—and has had a constantly improving quality standard. It has developed and trained its leaders to guarantee job satisfaction in the ranks and family satisfaction in the community, two goals that affect retention when the Army is overstressed because it is too small. It has consistently maintained what is widely considered to be the best Army in the world.

There is an almost universal belief that satisfying those goals would not be possible if the end-strength authorization were increased by the hundred thousand or two hundred thousand recommended by AUSA in the past few years. There are no facts substantiating that belief; it is just what "everybody knows." What everybody ignores is the fact that the volunteer Army was organized at 780,000 and was maintained at that strength with volunteers until the Cold War ended. The first "peace dividend" resulted in the overcommitted, overstressed, too-small Army that we have had ever since.

Given all those pluses and minuses, however, there is one factor that almost forecloses on considering a draft: fairness. The Army, even if expanded to its required size, needs fewer than 100,000 recruits annually, but the 18-year-old population is counted in the millions. Who will select the one out of 30 or 40 or 50 eligibles, and how will it be done? The only times in history that a draft law was tolerable was when we needed millions in the services to fight a major war to protect the nation from a direct threat.

That argument, simplistic though it is, seems to explain why the armed services see no need for and do not want to return to a draft. Nevertheless, that is not an argument for opposing a national service draft aimed at capitalizing on those good and logical reasons for calling up all 18-year-olds for a period of training and initial service to the nation. If all high school graduates were called up for six months of basic training followed by 18 months of specialized training to fill the needs of what might be termed the total service industry, the country could benefit substantially. Trainees could choose their field for continued training, and the armed forces might well have quotas to be filled, but so might the teaching profession, medical service police forces and civil servants. Fu damental training in such pursuits a agriculture, animal husbandry, bus ness development, communication public affairs, civics and journalis and space operations could be mad available.

For such a program, the armed se vices could be tasked to conduct th six months of basic training. The have the trainers and facilities for th job, but we should volunteer the only if the manpower and funds a not deducted from the services' er strengths and the defense budget. national service program should be separate enterprise that would co tribute to many professional starts the individuals taking part. Those wh choose the armed services would enlisted after the first six months a then counted in the service organiz tions.

There was a national program th might well serve as a pattern for n tional service. In the 1930s, Presid Franklin D. Roosevelt established t Civilian Conservation Corps, in whi cadres of Army officers and NCOs p thousands of young volunteers work cleaning up and improving o national parks and national fores and constructing needed facilit roads, firebreaks and anything e that facilitated the management those areas. The program was ter nated shortly after the United Sta became involved in World War II, af having established an impressi record of service. Perhaps more imp tantly, though, it produced a lar pool of trained and motivated m needed to build the forces for that w

The potential value of a national s vice program has never been adequat addressed since that time. There is n reason to think that the draft has alw

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been meant for the Army or the armed forces. There are many other professions—such as teaching, nursing and civil service—that can benefit from encouraging a kind of head start in their ranks. Such a program would be initially costly because of the numbers of 18-year-olds involved, but it would ultimately pay for itself as its trainees enter the workforce or go on to an advanced education. Certainly, in comparison to our entitlement programs, it would be a worthy investment.

GEN Frederick J. Kroesen, USA Ret., formerly served as Vice Chief of Staff of the U Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's stitute of Land Warfare.

GEN John (Jack) R. Deane Jr., 1919–2013

By COL Jack C. Mason

GEN John (Jack) Russell Deane Jr., U.S. Army retired, died July 18 in Bangor, Maine. He was 94.

GEN Deane was born on June 8, 1919, in San Francisco to an Army family. He graduated from the U.S. Military Academy in 1942 and served in the Army until 1977. He started as a platoon leader for the 104th Infantry Division in Europe and moved up the ranks to lieutenant colonel. Later postings included commander, 2nd Battle Group, Berlin; chief of staff, field forces, Vietnam; commanding general, 173rd Airborne Brigade, Vietnam; and commanding general, 82nd Airborne Division at Fort Bragg, N.C. He also served as an intelligence officer in Europe just after World War II and later was named deputy director of the Defense Intelligence Agency. Deane retired from active duty as commander of U.S. Army Materiel Command (AMC).

COL Jack C. Mason was helping GEN Deane assemble his papers for a possible story of his life in the Army. What follows here are mostly Deane's own comments on his career.

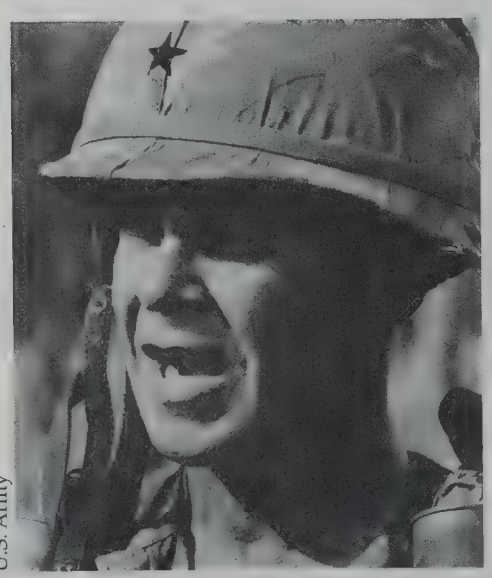
GEN John (Jack) R. Deane Jr. lived a full life by any measure. His entire 94 years revolved around soldiers. Born into an Army family after World War I, Deane's childhood was filled with adventures at posts as far away as Panama and China. He served as a private in the 16th Infantry Regiment before achieving his goal of attending the U.S. Military Academy. Upon graduation in 1942, his leadership abilities were measured immediately as he was placed in an untested division entering combat for the first time.

Deane advanced rapidly. MG Terry de la Mesa Allen became his first mentor. In less than three years of servi and after almost two hundred days continual combat operations, Dea ended the campaign in Europe as lieutenant colonel and battalion co mander in the 104th Infantry Divisio

Deane recounted how he had led h battalion during the advance throu Cologne, Germany. "I had issued c ders to do certain things a certain w ... Contrary to our orders on how proceed through Cologne, one of r company execs, Bill Dyer, grabbe few guys and just took off. His gro knocked off snipers and went down the Rhine River. After they returned found out. On the one hand, of cour I was unhappy. He had disobeyed ders—his actions could have cost l life and those of the men he took w him. On the other hand, the people division had heard about the acti and thought it was great that my b talion was the first to reach the Rhin

"When Dyer got back to my co mand post, I took disciplinary acti because of what he had done. At t same time, because of his courage gave him a medal. Meanwhile, t people from headquarters were sayi 'You have to send a bottle of wa from the Rhine to the commandi general.' I didn't want to send soldi back down to the Rhine just to ge bottle of water. Someone might shot. So we got a beer bottle that w lying around someplace, went out the rain barrel, filled it up, and sen to the division commander.

"A week later, I was at headquart for some meeting. Old Terry Allen h this beer bottle sitting on his desk a was telling everybody that it was fil with water from the Rhine River.



U.S. Army



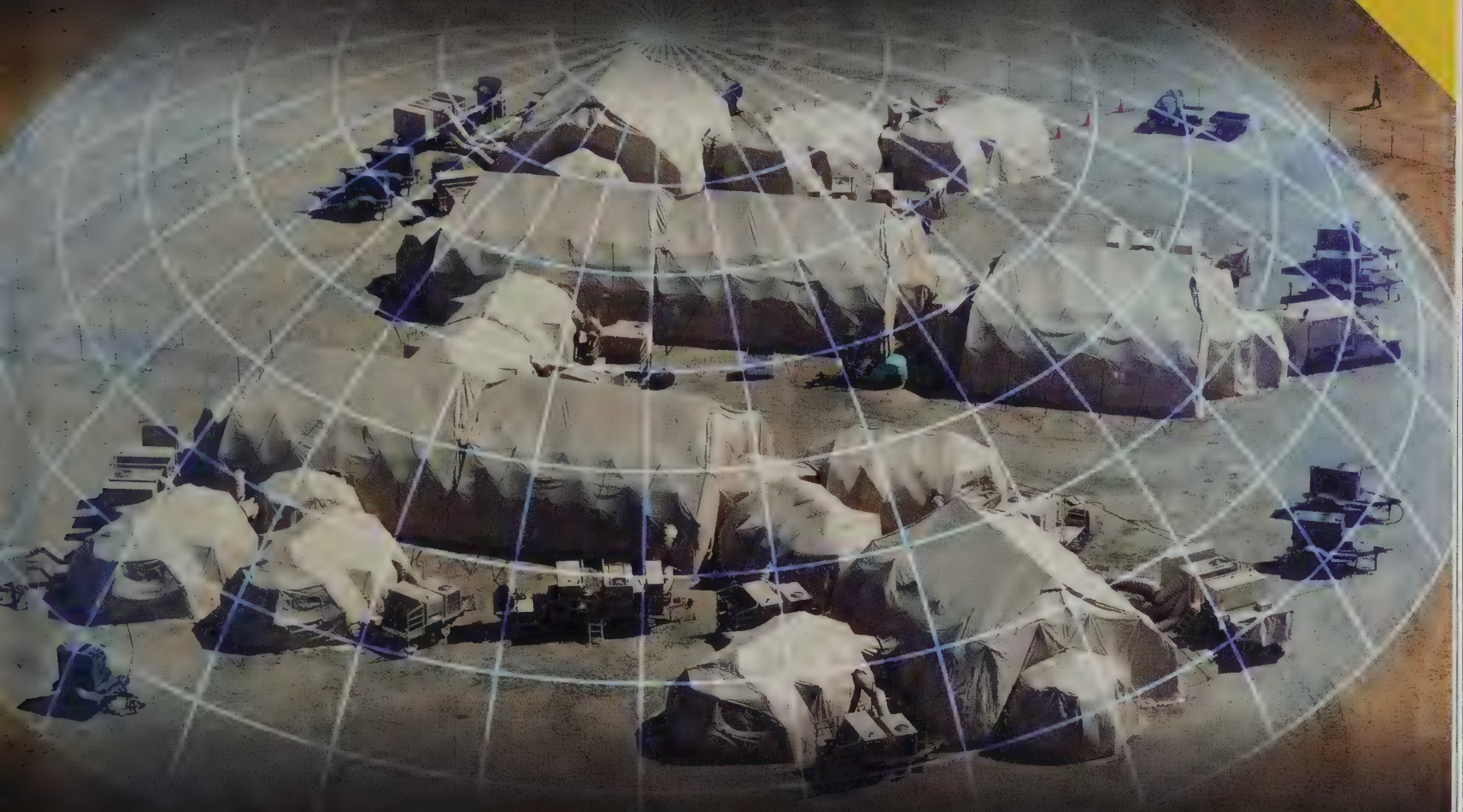
Provided by Carolyn H. Deane

Above, during the Vietnam War, in July 1966, BG Deane served as the 1st Infantry assistant division commander under MG William E. DePuy. He became commander of the 173rd Airborne Brigade in December 1966. Right, John (Jack) Deane as captain of the 1942 U.S. Military Academy Polo Team.

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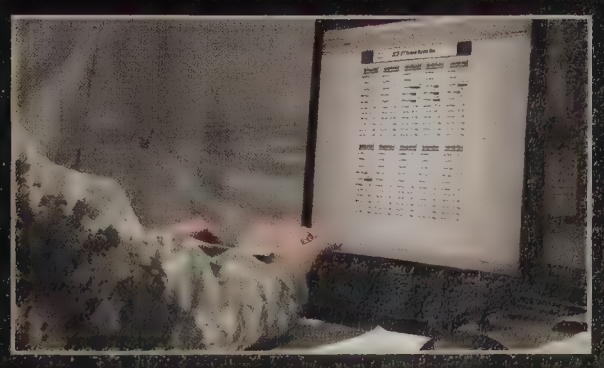
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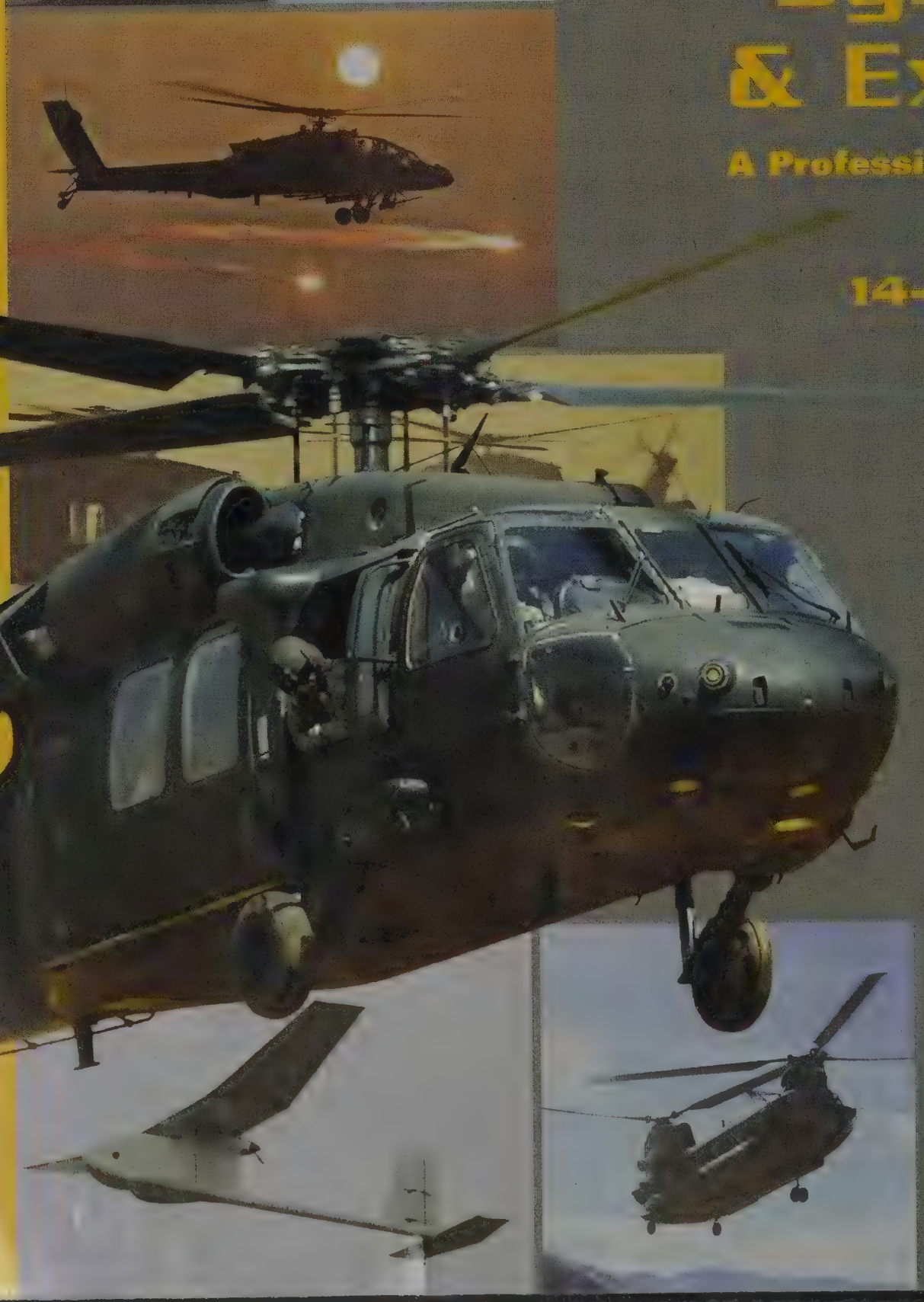
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"Years later, after I got to know Terry llen well, I told him about the bottle. e always spoke highly of me ... and ways told people that I was one of the est battalion commanders that he ever ad. I remember that because it pleased e so much, especially coming from a an I loved, admired and respected so reatly. I thought that one of the rea- ons he was so good to me was that he aw himself in me in combat at an early ge in World War I."

Returning to postwar Germany on a new assignment, Deane began orking on an important espionage rogram gathering information on the ccupying Soviet forces in Germany nd throughout Eastern Europe.

After attending the Command and eneral Staff College and serving an verseas tour in Korea with the Military rmistice Commission and in another attalion command, Deane returned to Vashington, D.C. This began a pattern hat would continue for the rest of his areer: working in research and devel- pment interspersed with important perational assignments in the field. Vorking for the Army's research and evelopment office, he gained expertise n budget systems and the process of ow the Army procured funding for ng-range weapons programs.

During this portion of his career, TG James M. Gavin became an im- ortant advisor and mentor.

"To me, the most impressive exam- le of his leadership came as we drove o Capitol Hill the day he was going to estify [for the second time] before Sen- tor Lyndon Johnson's preparedness ubcommittee. At the first hearing, he ad been asked his opinion as to the dequacy of the funds being requested nd ... he had said that he did not con- der them adequate.

"Upon his return to the Pentagon, he as summoned by the Secretary of the rmy, who was furious. As a result of he position taken by the Secretary at his meeting, Gavin decided to retire fter the second meeting with the Sen- te Preparedness Subcommittee. ...

"While I was riding with Gavin in he car, he said, 'Now, when the hear- ng is over, I'll have some classified material in there [and] I want you to come into the room immediately and gather it all up.'

"I was astounded and said, 'Won't I be in the room with you?'

'No.'

I said, 'I'm always there when you testify. I have all the backup material for you and everything. Why won't I be there?'

He said, 'You're not going to be in the room for this reason: There are a lot of people who don't like me, or what I stand for, or are jealous of my success, or whatever. I don't want you to be tainted by that. I don't want people to associate you with me and wreck your career.'

"I was so touched that I almost wept. Here was a man who ... had no family until he joined the Army. ... Now he was facing the darkest moment of his career, facing the possible destruction of the relationship that had been the most important in his life. Yet he was thinking of me, thinking of how I might be harmed by loyalty to him. That, in my humble opinion, is the greatest trait of leadership that a man can have—consideration of the well-being of those he is honored to command."

Deane's Pentagon tours in research and development were always split up by overseas operational assignments, which seemed to place him in a critical command under demanding situations. In 1961, he served as the 2nd Battle Group commander in Berlin and was on the scene as the Soviets started construction of the Berlin Wall. He personally led the first foot patrol following the course of the wall as it was being erected.

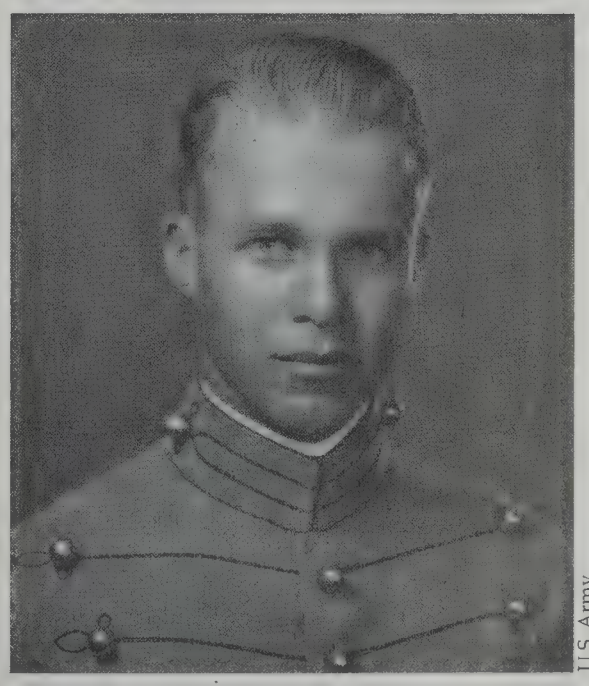
Deane's executive officer in Berlin, then-LTC Howard Cooksey, recalled, "We went to the wall and so did the Russians, and we thought we were going to war. ... We thought this was World War III."

Deane, however, thought otherwise: "This event gave me an opportunity to flesh out some of the confrontation philosophies I'd developed, both from my own experiences with the communists on the Military Armistice Commission at Panmunjom [Korea] and my father's experiences in the Soviet Union during World War II. I came to believe that all communists would push you right up against the wall but would give—and look for another weak point the minute you started to push back. Until they really wanted a battle, they were not going to push you too far.

"When they put the wall up in Berlin, I got word of it early on the Sunday morning as they were just starting. I went to headquarters and requested permission to tear it down. The people at headquarters began to shake in their boots at my suggestion. I was convinced that, if we did tear it down, they would build another wall, maybe a couple of hundred yards farther back. ...

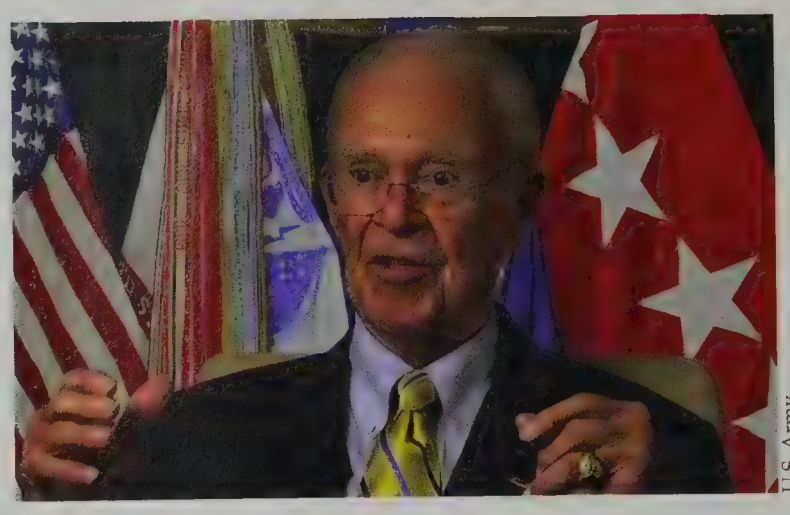
"As an occupying power, we had a right to be any place, without restriction. I believed in exercising that right. I also believed that if we tore the wall down, after they tried again about three times, they would lose face and quit. The people in headquarters didn't believe that. They were scared to death that this would start a war or that they would be raked over the coals by the political authorities at home.

"I went down myself, walked through the openings and walked around in East Berlin. When I determined that there was no danger, I took my family and drove in and out of every entrance and exit point they had left. I drove through the wall at least once during



U.S. Army

In the first class to graduate following U.S. entry into World War II, Deane and his classmates would carry a heavy burden. Seventy members (almost 20 percent) of the 374 officers who made up the class of 1942 would be killed in action.


U.S. Army

After his retirement, GEN Deane stayed active in Army affairs. At 92, he was invited to speak as part of U.S. Army Materiel Command's Former Commanders Conference at Redstone Arsenal, Ala.

the day with my family in an American-marked, official sedan. I was in uniform and nothing happened."

Later, while serving as assistant division commander of the 82nd Airborne Division, Deane was assigned as operational commander of the unit's brigades during the Dominican Republic intervention (1965–1966). This was followed by a tour as an assistant division commander of the 1st Infantry Division in Vietnam under MG William E. DePuy and later as commander of the 173rd Airborne Brigade. He led the "Sky Soldiers" in the only combat parachute jump of the Vietnam War.

Soon after his arrival in Vietnam, Deane set about to demonstrate his command philosophy to his soldiers. SGM Robert A. Mrsich described his actions (in a newspaper article): "GEN Deane took command right from the start. He got with the troops immediately and that's where he stayed. I've wanted to serve with a man like him throughout my career. He'll go anywhere he thinks he's needed: into a hot landing zone to pull out a wounded trooper or right into a raging firefight in order to lay down suppressive fire." Within his brigade, he earned a reputation of being a "trooper's general."

Deane elaborated, "I'm well aware that some people say it's not a gen eral's job to go into battles. If a patrol i down there fighting, guys gettin wounded and others fighting for thei lives—what can you do? I'll go dow to help wherever I can. I'm not goin to stay at 2,500 feet and watch my guy in trouble. Sure, I'm emotionally at tached to them. You don't stand on th riverbank and watch a friend go un der; you help if you can."

After his retirement from the Arm more than 36 years ago, Deane remaine active, speaking on behalf of West Poin Army activities, veteran events and o ganizations. Two years ago, he was guest of honor as AMC brought back i former leaders for a commanders confe ence to celebrate the move from Fo Belvoir, Va., to Redstone Arsenal, Ala.

***COL Jack C. Mason** is a U.S. Army R serve officer who will be retiring short after more than 38 years of enlisted an commissioned service. He has served command and staff positions at batta ion, brigade and division levels, and is graduate of the U.S. Army Comma and General Staff College.*

No Need to Knee-Jerk the Military Justice System

By Richard Hart Sinnreich

Let's begin by stipulating that the current furor concerning sexual misconduct in the military is not only wholly justified but also overdue. The excuse that such misconduct merely reflects the attitudes and behavior of young Americans at large would be irrelevant even were it true. No soldier who volunteers to defend us from our enemies should have to fear sexual predation or abuse from his or her cohorts.

Acknowledging the military's obligation to police sexual misconduct is a good deal easier than enforcing it, however, and no single line of effort is likely to succeed—which is why current solutions that focus solely on radical changes to the military justice system are worrisome.

A very old wisecrack claims that "military justice is to justice as military music is to music." As a blanket indictment of the effectiveness of the military justice system, it's an arrantly cynical misrepresentation. In addition to proscribing a much wider range of offenses than civil law, the Uniform Code of Military Justice also affords defendants protections as robust as, and in some respects more comprehensive than, those afforded civilian defendants. Indeed, it's in part those very protections that obstruct well-intentioned but ill-considered efforts to bring the hammer down instantly and inescapably on any uniformed person accused of sexual misconduct.

Moreover, as those of us who served in the early Cold War military know, the military justice system has evolved significantly during the past half-century. By far the most important change replaced legally untrained court-martial presiding officers with profession military judges and similarly amate military prosecutors and defense cou sel with trained military lawyers.

In one sense, though, the milita justice system is indeed as differe from its civilian counterpart as a mar from a minuet, for it remains the cor mander-centric system that we inhe ited from the British (who, ironical as some of today's critics are quick point out, have themselves since aba doned it). In our system, unit cor manders are involved in every aspe of the administration of discipline an justice. For lesser offenses against la and regulation, commanders deci whether to apply administrative, d ciplinary or judicial sanctions, and depending on their seniority—at wh punitive level. For more serious a leged offenses, commanders exercisi

ourt-martial convening authority de-
de whether the allegations justify the
ilitary equivalent of a civilian grand
ry investigation; choose whether to ac-
pt, reject or modify its findings; ap-
oint the members of a court-martial if
ne results; and decide whether to ac-
pt, reject or modify its verdict and
ntencing recommendations.

It's that traditional command discre-
on that now finds itself under attack
a result of the justified but also heav-
y politicized anger and resentment
er military sexual misconduct. Insists
ne critic, "The antiquated power of
ilitary commanders to decide who is
rosecuted for what, to pick jurors, and
review verdicts and sentences should
e abandoned. Charging should be
ested in senior lawyers independent of
e chain of command."

Such suggestions that command re-
onsibility for the administration of
iscipline and justice be scrapped alto-
ether in favor of an independent,
wyer-run disciplinary system risk
rowing out the baby with the bathwa-
r. They invite an inherently vicious conflict of command authority and, moreover, are fundamentally at odds with the bedrock principle that the commander ultimately is responsible for everything that those under his or her command do or fail to do.

In a famous Supreme Court dissent, Justice Oliver Wendell Holmes Jr. warned, "Great cases ... make bad law. For great cases are called great, not by reason of their importance ... but because of some accident of immediate overwhelming interest which appeals to the feelings and distorts the judgment." Today, that "immediate overwhelming interest" in a single category of offenses, however obnoxious, risks hasty and ill-considered changes to a military justice system that overall has served us well.

Which isn't to deny that, simply by reason of the potentially devastating impact of sexual misconduct on discipline, morale and unit cohesion, modifications of the current system may be necessary to combat it. For example, no commander should have the authority to arbitrarily refuse to investigate an alleged sexual offense by one soldier against another, especially when the alleged offender is senior to the complainant. In turn, that means that every such allegation without exception should become a matter of formal record. On the same reasoning, no commander should have the discretion to reject the findings of such an investigation—or, above all, overturn the verdict of a properly constituted court—without being compelled to justify his or her decision in writing to higher authority and thus subject it to review and possible reversal.

That such curtailments of command discretion are necessary to defeat sexual predation in the ranks reflects its uniquely damaging impact—and our failure for much too long to treat it with the seriousness it deserves. □

***Richard Hart Sinnreich** writes regularly about military affairs for* The Lawton *(Okla.)* Sunday Constitution. *This article originally appeared in the June 2, 2013,* Lawton Constitution *and is reprinted by permission of the author.*

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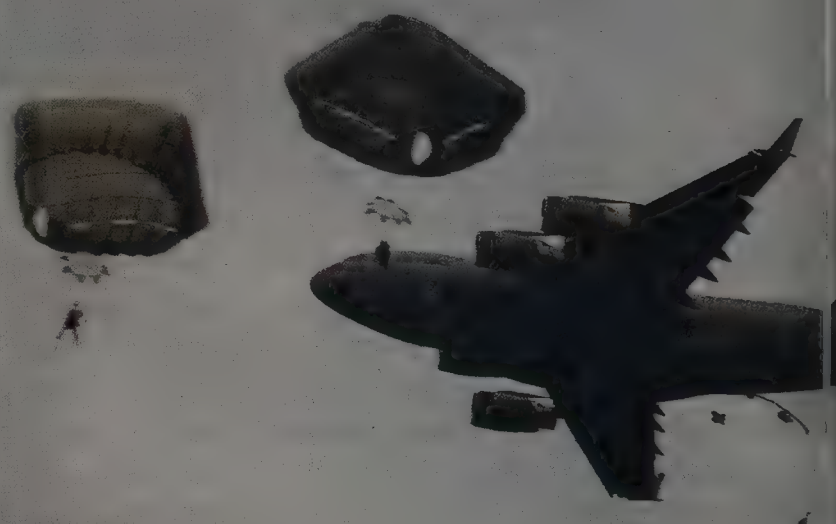
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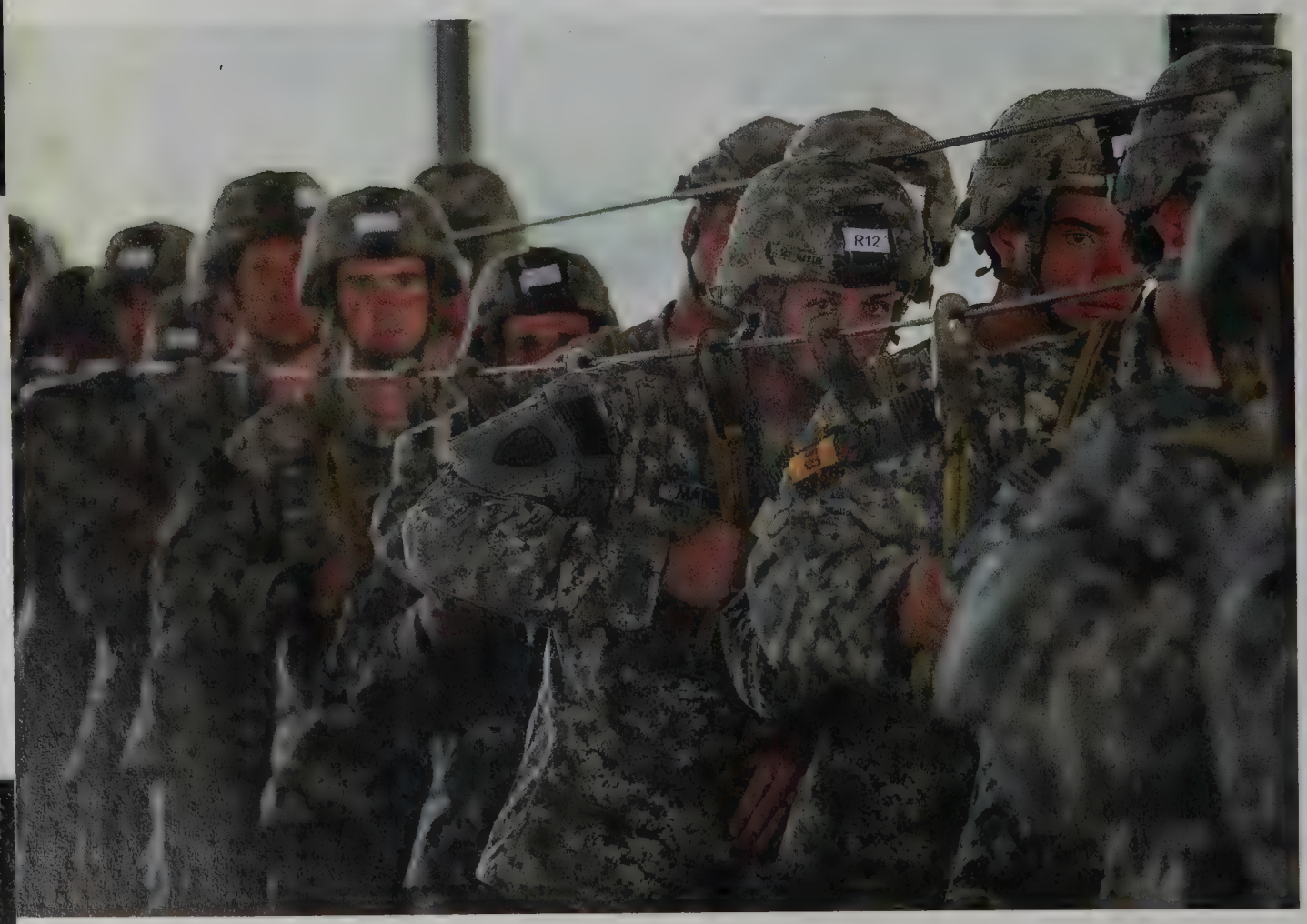
JOAX

The 82nd Airborne Division held a Joint Operational Access Exercise (JOAX) in late June at Fort Bragg, N.C., to train for its Global Response Force mission and move forward in resetting the division's readiness cycle after 12 years of combat deployments. The weeklong exercise began with a mass airdrop to simulate a forcible entry operation, landing approximately 1,500 paratroopers during the JOAX's first night on Fort Bragg's Holland Drop Zone (DZ) and adjacent DZs to occupy multiple objectives.

The 82nd Airborne tries to stage a JOAX three to four times a year to help prepare a brigade combat team (BCT) for the Global Response Force mission while exercising large-scale joint operations with the Air Force.

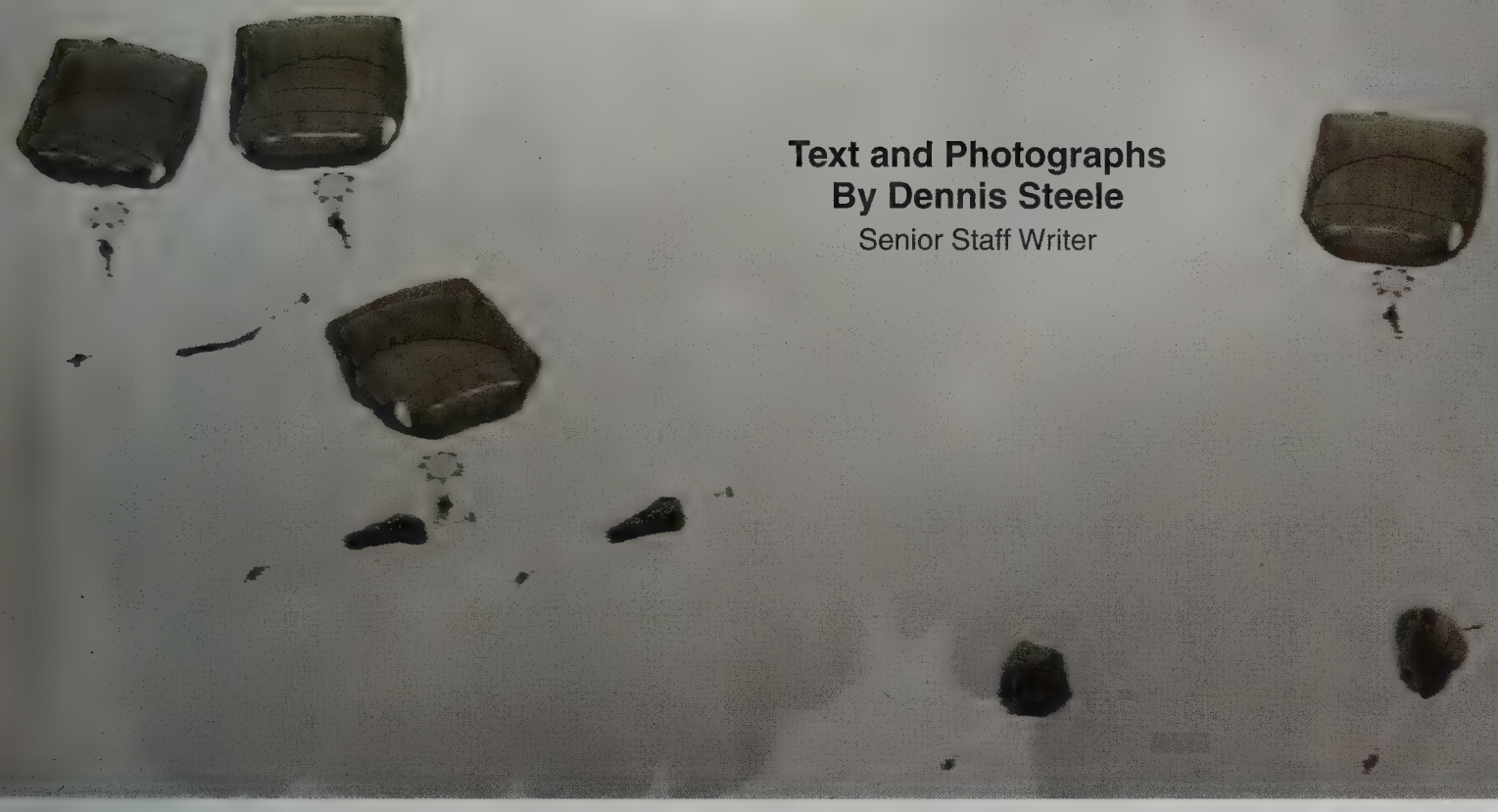


Paratroopers from the 82nd Airborne Division exit a C-17 Globemaster III transport during a mass jump held in conjunction with a Joint Operational Access Exercise (JOAX) conducted at Fort Bragg, N.C., in June. Below, from left, paratroopers go through sustained airborne training immediately before their JOAX jump: simulating aircraft onboard procedures; simulating canopy checks; and simulating aircraft door exits.





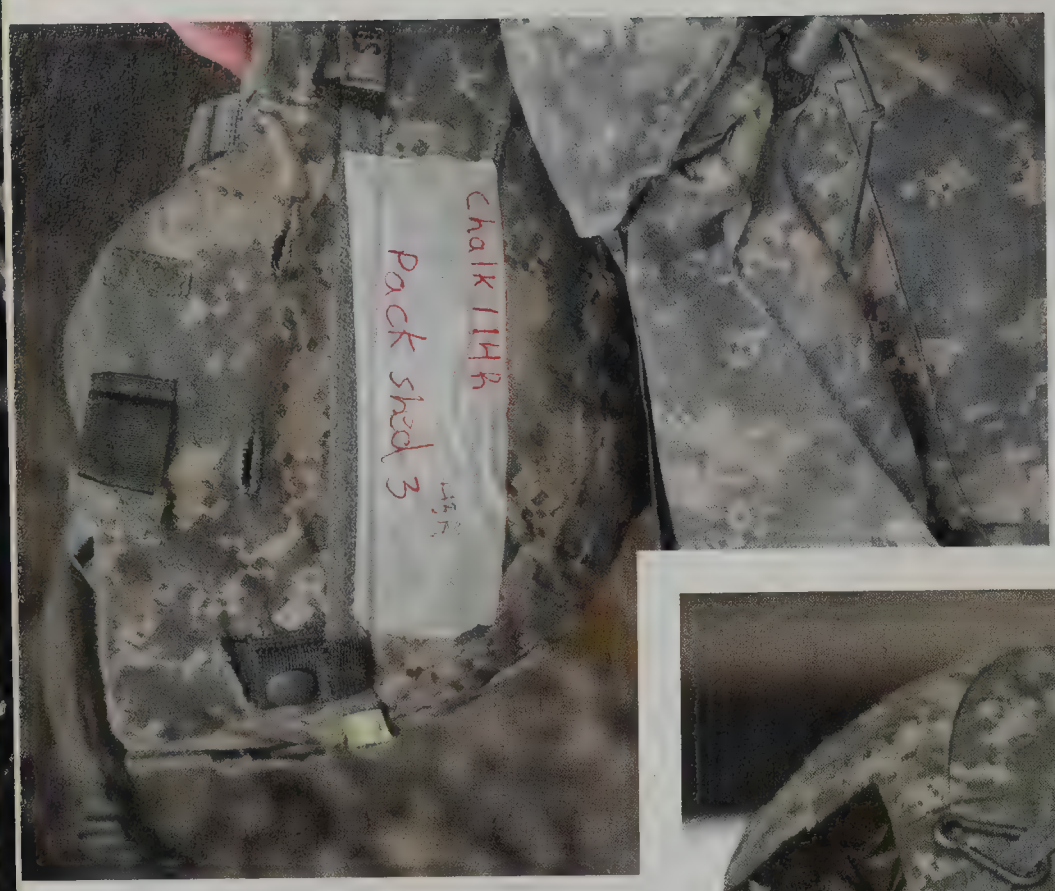
Global Response Readiness



Text and Photographs
By Dennis Steele
Senior Staff Writer







The June JOAX was one of the largest held since comba operations began in Afghanistan and Iraq, involvin approximately 6,800 soldiers working with elemen of six air wings from the Air Force's Air Mobility Com mand and U.S. Air Force Reserve Command to conduct 2 airborne operations. The 82nd Airborne's 3rd BCT was th exercise's primary ground unit.

For the 82nd Airborne, the Global Response Force desi nation is an extension of the division's traditional strateg mission to have a battalion on its way—"wheels up"— any place in the world within 18 hours and the rest of brigade wheels up in 96 hours. The Global Response For mission rotates among the 82nd Airborne's BCTs.



Top, tape on a soldier's helmet indicates chalk number and pack shed assignment. Right, 1SG Michael Onstine, a jumpmaster, conducts a simulated door check. Below left, a team from Battery B, 1st Battalion, 319th Airborne Field Artillery Regiment, hooks up a howitzer for airlift. Below right, a Black Hawk from the 82nd Combat Aviation Brigade (CAB) lifts off with the howitzer.











LTC Mark W. Stouffer, the 82nd Airborne Division's chief of operations, said, "The [JOAX] training objectives are to teach procedures for the Global Response Force for the division. The division has many units that are part of the Global Response Force. … One of the things we are training for is our procedures for outload, which is the process of getting our soldiers and equipment off of Fort Bragg and moving to wherever they need to in the world. Additionally, we exercise the airborne assault piece because we are an airborne division. It teaches the process of how to conduct an airborne assault and operations on the ground in an austere environment.



Clockwise from top left, 82nd CAB Black Hawk helicopters sling load a howitzer section; an OH-58 Kiowa from the 82nd CAB is refueled at a forward arming and refueling point (FARP) established by the 1st Attack and Reconnaissance Battalion; armorers load rockets for live-fire training; refueled and rearmed, a Kiowa takes off from the FARP.



Right: the 1st Attack and Reconnaissance Battalion's FARP operation at a Fort Bragg range; below, a pilot checks with an armorer; below right, armorers load .50-caliber ammunition onto a Kiowa.



"Many of the skills that were very crucial to the last
years of conflict are still crucial skills; however, the requir
ments for a Global Response Force vary—anything fro
high-intensity conflict or decisive-action operations dow
to counterinsurgency and humanitarian operations. B
cause of that broad mission set, it's important that we tra
a much broader skill set here. This joint operation acce
exercise gives us the opportunity to train for a lot of tho
things. In this particular instance, we're also workin
chemical-biological weapons training for our soldiers
get them used to preventive measures they need to do, a
for our commanders on how to deal with the situatio
that may present themselves around the world right no
It's always a threat that's existed in the world, so it allow
us to get back into some of that."



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Below, artillery rounds are lined up for live-fire exercises; below left, a gun crew from the 319th Airborne Field Artillery Regiment in action; and left, artillery ammunition canisters are cast aside as gun crew soldiers attach fuzes.





Soldier specialists from the 20th Support Command (Chemical, Biological, Radiological, Nuclear and High Yield Explosives), based at Aberdeen Proving Ground, Md., participated in the exercise.

The 82nd Airborne's division headquarters also exercised evolving command and control procedures during the recent JOAX. The division put a small command cell in the field to evaluate available technologies and system capabilities.

"What we're exercising at the division level," LTC Stouffer said, "is the ability to take a division command and control node, or Mission Command node—a portion of the division—and push them forward into an austere environment to prove a division-level headquarters can provide command and control for one or multiple brigades and also can be a joint headquarters or coalition headquarters. What is slightly different about this command post is the fact that we're building this specifically so it can go forward, and we can continue to leverage the resources of the remainder of our headquarters, which potentially stays at Fort Bragg, but only take a smaller element forward, which reduces our footprint in the country, can potentially reduce some of our Air Force requirements to get us in there, and employs some of our command and control systems, using reach-back capabilities to leverage the intellectual horsepower from our D Main [division headquarters]."

He said JOAX exercises also help reset the 82nd Airborne Division.

"This is a part of trying to get us back into a cycle," LTC Stouffer explained. "We try every quarter to put together a larger joint exercise that allows us to get some consistency and maintain our forces. That way we can have forces training to go onto the Global Response Force, forces that are currently on the Global Response Force and forces that are potentially doing reset or other missions as the case may be.

"The 82nd Airborne is the nucleus of the Global Response Force, and we're getting back to what the 82nd has always been ready to do, and that's being the tip of the spear—18 hours or less."

Operational Energy In Afghanistan: Culture Change In Action



By LTG Raymond V. Mason
and
CW4 Michael G. Richards

U.S. Army/SSG Shane Hamann

Developing effective energy solutions is among Secretary of the Army John M. McHugh's top 10 priorities. The most important question we have been asking is: How do commanders incorporate operational energy into their intent? Part of the solution is to transform the Army's culture into an energy-informed culture. Commanders and soldiers must incorporate energy changes into their daily training, operations, doctrine and education.

We took a giant leap forward in achieving energy-informed operations this past year by assigning—for the first time—a uniformed operational energy (OE) advisor to the 173rd Airborne Brigade Combat Team (ABCT) in Afghanistan. The challenges, risks and costs of delivering fuel to remote and austere combat outposts (COP), forward operating bases (FOB) and village stability platforms (VSP) are enormous. Many sites in Afghanistan depend solely on weather-dependent, air-



Soldiers from Task Force Currahee, 4th Brigade, 101st Airborne Division, recover drums of fuel airdropped to Forward Operating Base (FOB) Waza K'wah in eastern Afghanistan's Paktika Province. Air delivery is the only means of resupply at the FOB.

dropped fuel resupply, placing soldiers in harm's way when they recover deliveries. A well-planned and well-executed OE plan, however, can help reduce fuel deliveries and improve operational capability by returning combat power to commanders. Soldiers who do not have to recover air-dropped fuel can focus on higher priority combat missions.

The OE advisor plays a critical role in creating an energy-informed culture. OE culture change is not a slogan; it is developing professional habits and expertise to plan and use energy smartly and efficiently. Change of this magnitude requires hard work that starts with solutions derived from the joint capabilities integration and development system process. Effective culture change also requires providing commanders with the tools to integrate OE into the combined arms fight. Conserving energy is not the end state of culture change. Our experience with the 173rd ABCT clearly demonstrated that commanders will take action to conserve energy when the resultant capability benefits are clearly articulated by the OE advisor.

LTG Raymond V. Mason *is deputy chief of staff of the Army, G-4 (Logistics). A graduate of James Madison University, he has master's degrees from the Florida Institute of Technology and the National Defense University.* ***CW4 Michael G. Richards****, the senior power systems technician for the 249th Engineer Battalion (Prime Power), volunteered to serve as the Army's first uniformed operational energy advisor. He was attached to the 173rd Airborne Brigade Combat Team for the duration of their deployment in Afghanistan from July 2012 to March 2013.* ***COL Shelia J-McClaney****, chief for operational energy and contingency basing, G-4 (Logistics), also contributed to this article.*

The Problem

When considering our operations in Afghanistan, could be said that we did not actually fight an 11-ye war—instead, we have fought 11 one-year wars. Unit rot tions and the lack of focus on tactical electric power sy tems exacerbated problems during the course of those years. Many remote bases had boneyards of broken pow generation equipment that often exceeded the density f operational power equipment.

There were large quantities of commercial generators these austere sites. Most company-level and below units c ployed with few military standard generators because th were not authorized generators or generator mechanics their modified table of organization and equipment (MTO This fact was further compounded by the reality that ma of these sites were so isolated and located in areas too da gerous to receive direct contractor support. Consequent soldiers at those locations were left to their own devices.

Commercial generators were often the only option commanders or combat outpost mayors on these sit Contingency contracting officers purchased commerc generators but received little or no follow-on maintenar support. This resulted in many different types and sizes commercial generators, which had no repair parts on ha and were not supported by the Army supply system. F thermore, soldiers were not trained to operate or maint commercial generators. Typically, there is little ownersl associated with leased equipment; the well-populated g erator boneyards were a visible reminder.

The Solution: Operation Dynamo

Operation Dynamo was planned to specifically addr the power challenges facing the most austere sites in

73rd ABCT's area of operations. The OE advisor was partered with an OE solutions team led by the project manager or mobile electric power (PM MEP). The team developed te-specific optimized power solutions consisting of military andard and sustainable equipment, including advanced iedium mobile power sources generators (AMMPS), the ower distribution illumination system and improved ivironmental control units. The team fielded that equipient and provided units with concurrent on-site training. esults were immediate and dramatic. Units gained signifiint operational capability through increased power reliaility, improved quality of life, safer conditions and deeased requirements for fuel. For example, one site saved 01 gallons of fuel per day (approximately two 55-gallon rums). This was a major impact on a combat outpost supplied completely by airdrop.

Based on the success of the 173rd ABCT, U.S. Forces-fghanistan asked for additional OE solutions support by ubmitting two more operational needs statements (ONS). he new ONS expanded the OE solution team's support to ultiple remote special operations sites and VSPs with mphasis on supporting U.S. Marine Corps forces in the outhwest region of Afghanistan.

Operation Dynamo is an example of how the Army can ddress pressing OE problems. An OE advisor providing echnical expertise and a trained team with military standard equipment became a major combat multiplier for the perational commander.

Soldiers Saving Fuel

When FOB Shank's 10-megawatt (MW) centralized power lant and its associated 13.8-kilovolt electrical distribution ystem were commissioned in October 2012, no facilities vere connected to the grid. Shockingly enough, grid conections were not included in the power plant contract. The 73rd ABCT received contract proposals for $300,000 and 600,000 to connect two of FOB Shank's 47 subcamps to the ower plant and grid. This would have resulted in additional millions of dollars to connect all the subcamps. As a rotational tenant, the 173rd was understandably reluctant to pay the additional cost for the grid connections because they would not be on station long enough to see a justifiable return on investment. The OE advisor recommended the power grid be made operational and soldiers make many of the grid connections with the advisors' training and oversight. Based on the estimated fuel savings, much of the cost could be offset.

Using locally assigned soldiers and materials readily available through the Army supply system, an OE advisor-led team made the connections. They connected 20 of FOB Shank's subcamps to the centralized power system with no labor cost. The approximately $5 million in savings to the Army was immediate. The team connected multiple facilities to the grid: three dining facilities and their refrigerated storage units; the FOB Shank medical and forward surgical team facilities; the mild traumatic brain injury clinic; 1st Engineer and 173rd Brigade Support Battalion tactical operations centers; supply support activity and maintenance facilities; four contract vehicle repair facilities; unmanned aerial vehicle flight operations; several shower and latrine facilities; and multiple soldier living areas.

These connections placed a 3.2-MW peak load on the centralized power plant and eliminated 70 individual spot generators; the combined power capacity of the displaced generators was more than 10.4 MW. As a result, the power plant was running four to five large generators during the day and two to three generators at night at much higher loads (80 to 90 percent of capacity) in order to maximize efficiency. Connecting the subcamps proved to be much more efficient than running 70 individual spot generators. The connections resulted in an annual fuel cost avoidance of approximately 2.5 million gallons. At $4 per gallon, this is $10 million of annual cost avoidance without considering the fully burdened cost of fuel. When one considers the hundreds of fuel convoys both wholesale (contracted) and retail (U.S. units) that did not have to travel the dangerous roads in Afghanistan, it is strikingly clear how important OE is to the mission.

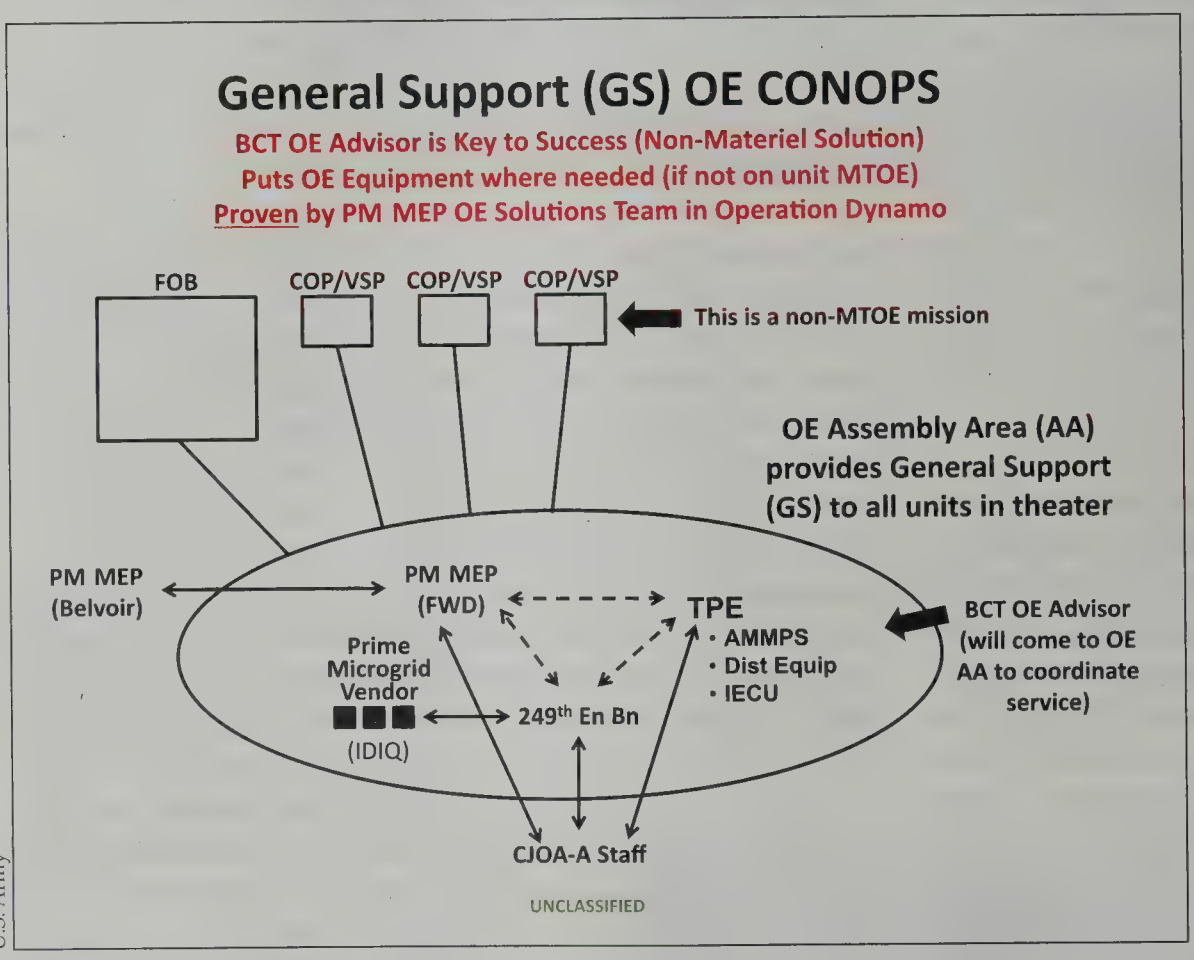
FOB Shank is just one example of how savings and efficiencies could potentially accrue when OE is a well-planned and well-executed part of combined arms operations. The base clearly demonstrates that a uniformed OE advisor can work with other experts on the staff to provide efficient OE that will enhance combat operations.



Bundles of fuel, part of the fuel airdrop at FOB Waza K'wah, drift downward. One month's fuel supply for the base is 120 pallets, each containing four 55-gallon drums of fuel. It takes about 1,200 gallons a day to run the base.



Broken generators line the boneyard at FOB Shank in Logar Province of eastern Afghanistan. Commercial generators were the only option for many small units, and posts were so isolated and located in areas so dangerous that contractor support was nonexistent.



U.S. Army

An Emerging OE General Support Concept

The OE general support (GS) concept demonstrates that right-sizing the power generation at remote and austere FOBs, COPs and VSPs is no longer just a theory. When Army units put boots on the ground and need military operational energy equipment, their OE advisors can get the right OE equipment for units as theater-provided equipment.

Deploying units still require "go-to-war" power generation equipment on their MTOE that allows for dispersed, mobile operations. The GS OE support concept provides operational flexibility by making equipment adjustments once the unit is on the ground and adjusting them after the mission is better defined. A power capability gap occurs when units like an airborne infantry company, which have no generators and/or mechanics by MTOE, are given a nonstandard tactical mission that the unit MTO does not support. The most commo example we see in Afghanistan is t mission to establish COPs, FOBs VSPs. Before the arrival of the OE ad sor and PM MEP OE solutions tea the default response to the power quirement of these missions was tas ing the contingency contracting offic to locally purchase commercial gene tors. This GS concept delivers the rig equipment to the right place on the b tlefield at the right time.

The Way Ahead

The three tenets of DoD's operation energy strategy, published in May 20 are: more fight, less fuel; more optio less risk; and more capability, less co FOB Shank's case study delivers on three of these tenets. Initiatives l Operation Dynamo show the Army beginning to embrace an OE cult change. When there is reliable power, commanders tend to focus on where their energy comes from. We need change the culture so that energy-informed decisions part of the commander's mission analysis and operati plans. More effective energy use means fewer convoys the roads, fewer airdrops and lighter loads for soldiers, of which help the fight and reduce risks to our troops.

Together we will continue to transform the Army in an energy-informed culture in which we embrace ener changes in our daily training, operations, doctrine and e ucation. When commanders and individual soldiers ro tinely ask how they can use energy smarter, we know are on our way to executing energy-informed operatio and therefore becoming an even more effective warfig ing force.



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DCGS-A in the Spotlight At Enterprise Challenge 13

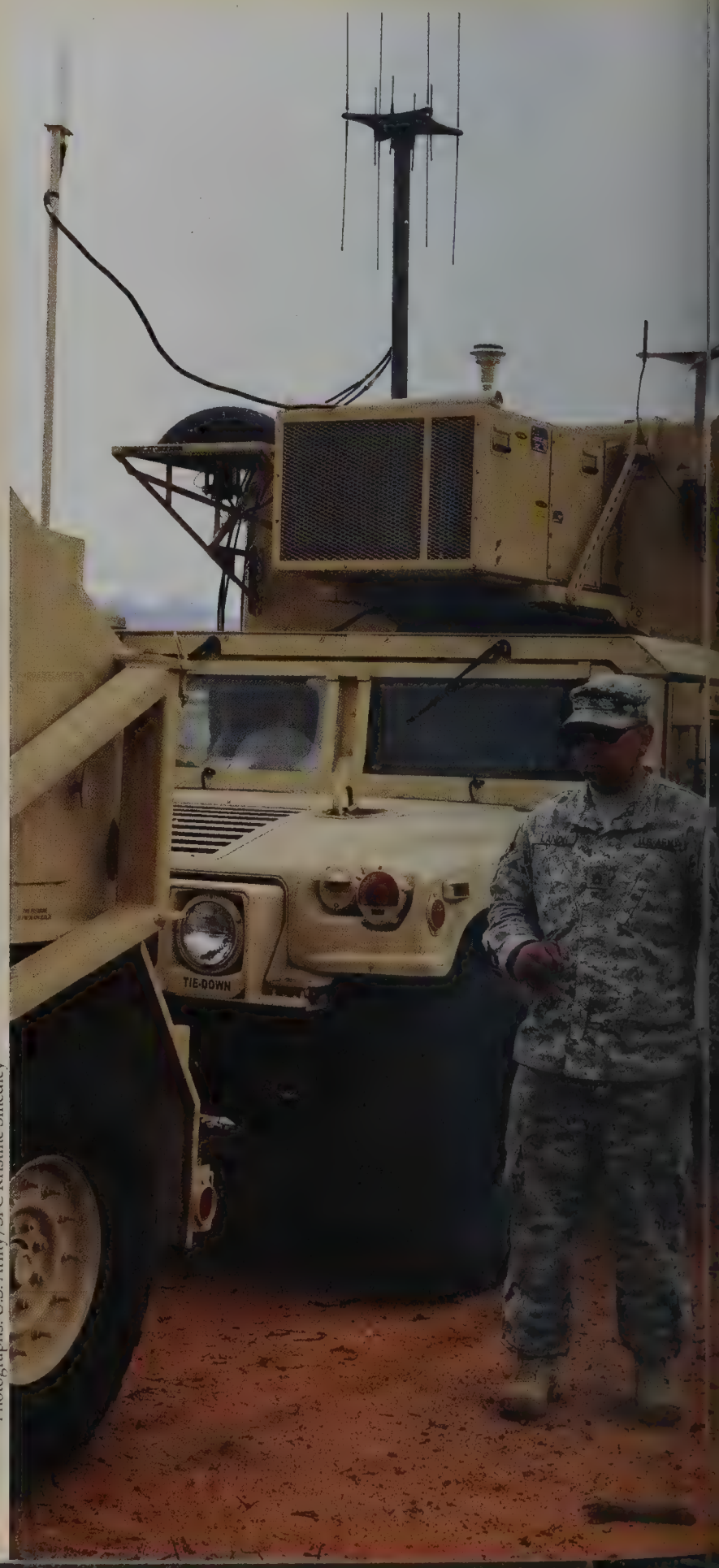
By Scott R. Gourley

Interested industry participants are preparing to assemble at Aberdeen Proving Ground, Md., for a semiannual look at the current status and future needs of the Distributed Common Ground System-Army (DCGS-A).

According to COL Charles Wells, U.S. Army project manager for DCGS-A, industry day is just one important element in the success of a program playing a vital role on today's battlefields.

"DCGS-A is a successful system that is supporting soldiers in combat today," he said, "and if you talk to soldiers who have used DCGS-A in combat, they will tell you that it works, it's effective and it is saving lives."

Crediting DCGS-A with "bringing several critical capabilities to today's battlefield," COL Wells said, "It's our [intelligence] analysts' connection to each other. We field every echelon of the Army from down at the company level all the way up to the theater/corps



Photographs: U.S. Army/SFC Kristine Smedley



Geospatial Intelligence Integration Support Test and Training Detachment imagery analysts and contractors set up the Tactical-Intelligence Ground System (TGS) (right) and the Quint Networking Technology (QNT) wireless antenna ground system (left) to take part in the Enterprise Challenge 13 exercise held in July at Fort Huachuca, Ariz. Both are elements in the Distributed Common Ground System-Army (DCGS-A), which demonstrated at the exercise that it allows joint intelligence sharing across the battlespace. Lower left, SSG Armando Landin guides the QNT system truck into place.

level. So, as we are working intelligence missions for the Army, part of the power of DCGS-A is the ability to collaborate. … That's really important because one of the big findings coming out of 9/11 was that you don't want to have intelligence stovepipes. You don't want to have a situation in which you can't connect all the dots to put the big intelligence picture together.

"The second thing it does is provide our connection to the intelligence community—the NSA [National Security Agency], DIA [Defense Intelligence Agency], and other partners. We are able to tap into their data sources, whether it is signals intelligence or imagery from the National Geospatial-Intelligence Agency, and use that for Army benefit. … It's also our connection to sister services. Every service has a DCGS program, and we are actually able to share intelligence products—thanks to the DCGS Integration Backbone—with the other services through the DCGS-A architecture. Thus, not only does DCGS-A connect our analysts to each other, it also connects them to other services, our coalition partners and the intelligence community at large.

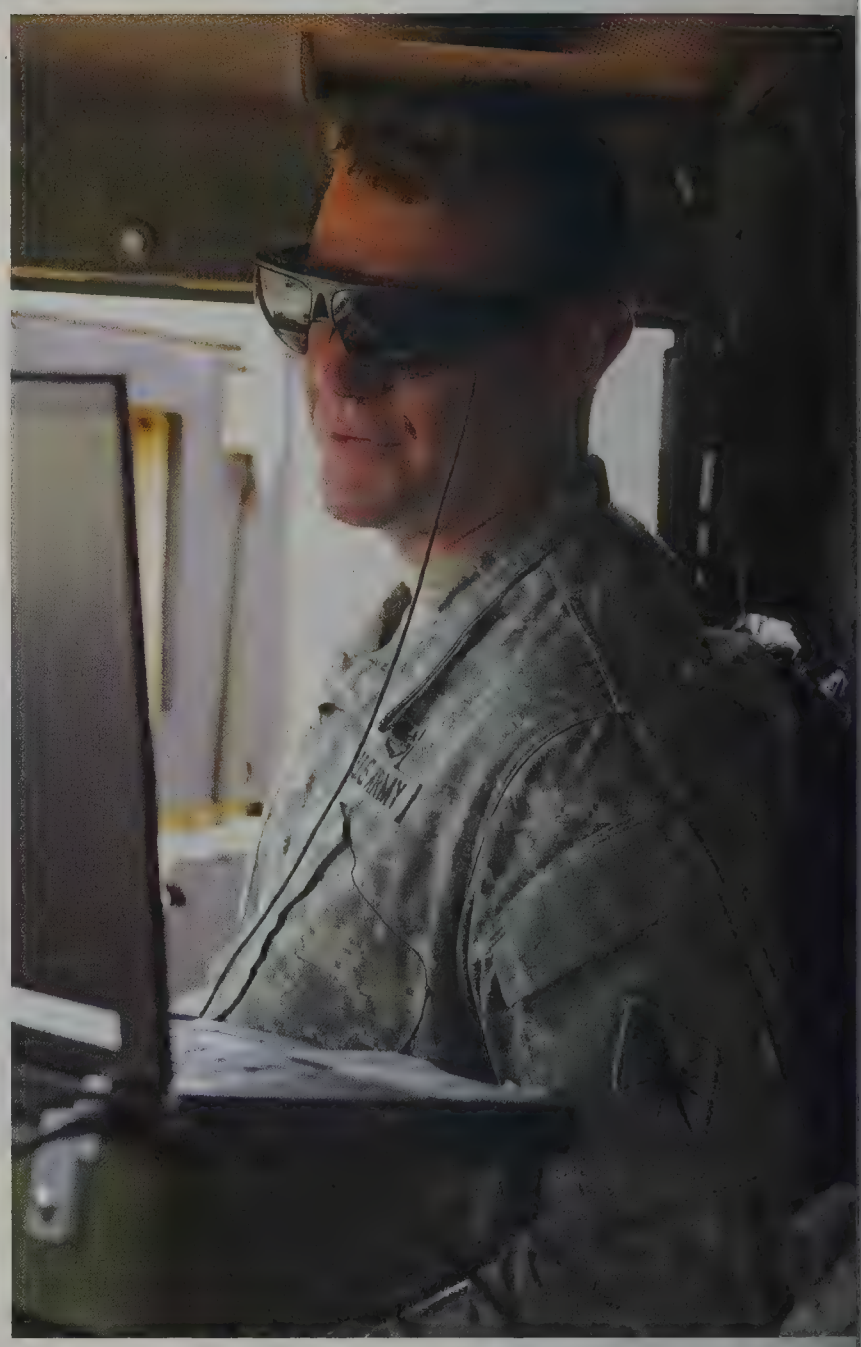
"What that means for the warfighters at the tip of the spear is that they are going to have all of those intelligence capabilities at their disposal. There might be a piece of the puzzle they need that is in an NSA database or a DIA database, and DCGS-A is going to bring that data all the way to the tip of the spear, where it could literally make the difference between life and death."

At the same time that DCGS-A is making a lifesaving difference in theater, the system is being refined with new capabilities identified and derived through an extensive lessons-learned process coupled with things like the semiannual industry days noted previously. Many of those future capabilities were demonstrated during the recent Enterprise Challenge 13 (EC13) event, held in July on the Buffalo Soldier Electronic Testing Range at Fort Huachuca, Ariz. EC13 reflected a lineage drawn from the earlier Empire Challenge series of exercises, which were sponsored most recently by the former U.S. Joint Forces Command. Those exercises were designed to demonstrate the interoperability of new sensors with the DCGS system as well as with coalition partners [see "Soldier Armed," November 2010].

In spite of the subsequent deactivation of U.S. Joint Forces Command and the current budget climate, COL Wells said the event still provides a critical venue to demonstrate and refine interoperability issues.

"Interoperability has always been a big objective of Empire Challenge and now Enterprise Challenge," he explained. "The second big objective, for us as a program, is to demonstrate new technologies and how we plug those into the existing DCGS-A systems in order to give our soldiers game-changing capabilities."

One of the keys to success with DCGS-A has been the use of known standards and interfaces that allow industry partners to provide cutting-edge technolo-



Inside the TGS, SGT Troy Thatcher, imagery analyst, Geospatial Intelligence Integration Support Test and Training Detachment, tests a newly designed part of tactical glasses that display information.

gies and capabilities that can be integrated into the DCGS-A system, COL Wells said. Several of these new technology examples were present at EC13.

COL Ed Riehle, U.S. Army Training and Doctrine Command's capability manager for sensor processing, offered the example of X-5 tactical glasses, developed by Osterhout Design Group (ODG).

"In this particular case, we have integrated the X-5 glasses with the tactical ground station that we are using as our base station," COL Riehle said. "We are bringing full-motion video down from a sensor—in this case, it's from the Gray Eagle Unmanned Aircraft System. That full-motion video is coming down to the tactical ground station and being fed directly into the glasses."

The integration effort is a partnership between General Dynamics C4 Systems, prime contractor for the tactical ground station, and ODG, which builds the display glasses, he said.

"We are an Army that moves," COL Riehle said. "We are designed to be mobile. So we have given the driver and the [vehicle commander] the ability to have situational understanding by actually seeing in the glasses what that full-motion video platform is looking at."

There are additional benefits to the glasses' design during night operations, when it is not possible to open a laptop and have screen radiant light spread across a formation.

"The X-5 glasses get back to what DCGS-A does for the soldier," COL Wells said. "Here's an example of allowing the soldier to get all the pieces of the intelligence picture. One of those critical pieces is full-motion video. In the past, it has been a challenge to do that while you are on the move at night. So here is a cutting-edge technology from industry whereby we are able to bring that into DCGS-A and have that soldier get all the pieces of the puzzle that he or she needs."

"EC13 was the perfect opportunity for ODG to test our four-ounce, head-worn computer and 3-D display tactical glasses system, self-contained in a pair of sunglasses," said Ralph Osterhout, CEO and founder of ODG. "We could see how our technology can best support the Army and get feedback firsthand, directly from soldiers in a live tactical environment. Importantly, this capability can also follow the dismounted soldier virtually anywhere.

"From the outset, we have made it a priority to build, update and integrate our technology within all joint and intelligence community standards," he added. "We felt it was critical that our tactical glasses conformed to standards adopted by the DCGS-A and other industry partners in order to be able to proliferate the capability throughout the community."

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

COL Riehle pointed to participation by the Rockwe Collins Quint Networking Technology (QNT) radio as an other example of how EC13 facilitated the demonstration o new technical capabilities. Mounted in an RCT-40 commu nications trailer, the QNT system includes a 40-foot quick erect antenna, Rockwell Collins QNT-200C radio, route communications security equipment, L-band and C-ban antennas, 12.5-kilowatt generator, environmental contr unit, and uninterrupted power source.

Capable of being towed by a mine-resistant ambus protected all-terrain vehicle or Humvee, QNT pr vides digital connectivity, ad hoc bandwidth, surviv able links, anti-jam meshed network, data links ove L-band and C-band frequencies with throughput capabil ties up to eight megabytes, and interoperability with mult ple radio systems at Internet Protocol level for transport a the terrestrial and aerial layers.

"Enterprise Challenge is a technical demonstration of ca pability," COL Riehle said. "The heads-up display glasse give one new capability. If you couple that with a 3G ne work, which you have with the QNT radio that we have in tegrated into the system, you have a 3G network that' moving across the battlefield. You are not only able to re ceive imagery, or MTI [moving target indicator] data fro

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EP3-LPR-BULK	6515-01-606-4499	EP4-LPR-BULK	6515-01-606-4568
Black models		**Black models**	
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EP3-BK-MPR-BULK	6515-01-606-4544	EP4-BK-MPR-BULK	6515-01-606-4552
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int STARS [Surveillance Target Attack Radar System], or ctical data from an intelligence radio feed; you are also ble to process it and then send it to a higher headquarters at can do further exploitation. These are on-the-move cabilities that weren't available before."

While the X-5 glasses are not part of the formal program of record at this time, COL Wells said the EC13 environment would "help inform and determine what might be the great features about this. If it does ave a lot of applicability, how can we get it into the program f record going forward?

"This is just another example of our industry outreach," OL Wells said. "We could not be successful in this program ithout industry coming in and providing these cutting-dge capabilities. We have an industry day twice a year. Our ext one is August 29 at Aberdeen Proving Ground, and at's a chance for industry to come in and say, 'Based on our requirements, here are some things I have that are new chnologies that could potentially help the Army.' EC13 is n example of how we can look at some of those and shake em out in an operational environment."

Colonels Riehle and Wells both emphasized the criticality f standards and of industry participation to the success of CGS-A.

"Look at the importance of a set of standards," COL Riehle id. "We're demonstrating that here. Any company—hether it's a glasses company in Silicon Valley [ODG] or a mpany that makes radios in Iowa [Rockwell Collins]—uts a tool together that fills a gap, is built to standard and is corporated into the systems that we have today."

He continued, "It's not just a single software company utting all of this together. This is across a number of differt companies—more than 40 right now, including the best the commercial sector—providing this support. We have e top-end mapping tools brought to us by Esri. We have AE Systems providing high-end imagery analysis tools, lled SOCET GXP. These are industry standards; these are ot Army standards."

"We have Silicon Valley partners like VMware, Oracle, oogle—Google Earth is one of the tools that we use," COL ells said. "We also have companies across the United ates, small software companies that have come in and one prototypes of a new user interface that we've tested. o it's small and large companies across the United States."

Both men based their takeaway messages on that foundation of industry participation.

"This is not a single software application," COL Riehle id. "It is a system that is far more robust. The capability at you are seeing demonstrated at EC13 is DCGS receiving combat information, processing it and disseminating it hile they are moving. That's DCGS. That's how we get at e hard work that a brigade combat team has to do. You n't do it with a software application; you have to do it ith an entire system. This is that system of choice that soldiers are using.

"When a single company says, 'We can do all that,' it's really kind of disingenuous," he said. "This is a complex system, but it's a very powerful system whereby we take the best-of-breed and incorporate it into a package that we give to soldiers today."

"The second message is that DCGS is not a government solution," COL Wells said. "It's not something that we're inventing from the government side and fielding on our own. It's really best-of-breed from industry. We have multiple commercial off-the-shelf products in DCGS-A, and commercial innovation is really vital to DCGS-A success. That's another misconception—that we're trying to reinvent the wheel in DCGS-A. The truth is that when you peel back DCGS-A, you'll find the best-of-breed from industry, commercial products that have come in with cutting-edge capability.

"The third point I would make about DCGS-A is that it is an agile and evolving program, so we're not fielding the same capability for the next 10 years. We're interacting with users. We're talking to soldiers. We're asking how we can make it better, and we're taking that feedback directly into the program to get the next version of DCGS-A out there." ★



Imagery analyst SSG Jose Peralta works on a computer in the TGS during the exercise at Fort Huachuca.

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2013 AUSA
ANNUAL MEETING AND EXPOSITION

A Professional Development Forum



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21-23 OCTOBER 2013

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A Professional Development Forum

AMERICA'S ARMY: GLOBALLY RESPONSIVE, REGIONALLY ENGAGED

Located at the Walter E. Washington Convention Center in Washington, D.C., AUSA's Annual Meeting will host over 600 exhibits and 29,000 attendees. The Convention Center is located at Mount Vernon Square (between 7th and 9th Streets, at New York and Massachusetts Avenues) and is convenient to the Mount Vernon Square Metro station and within walking distance of four other stations (Gallery Place, Metro Center, McPherson Square and Federal Triangle). More information can be found at www.dcconvention.com.

The Renaissance Washington, D.C. Downtown Hotel is AUSA's headquarters hotel. There will be other hotels providing additional rooms within walking distance and with a wide variety of rates and room selections. Registration information for members and additional housing information is available on the Association's web site at www.ausameetings.org/annual.

PREVIEW OF EVENTS

29th Annual Army Ten-Miler

LEAD SPONSORS – AUSA AND KBR

Sunday, 20 Oct., 0800. The Army Ten-Miler will start at the Pentagon.

This year the Army Ten-Miler – A Tradition of Excellence – is celebrating its 29th anniversary as the Army's premier athletic event. Hosted by the United States Army Military District of Washington, the Army Ten-Miler, with 35,000 runners and over 800 teams, continues to be one of the best races in America. Thousands of military and civilian runners from all 50 states, Korea, Canada, Norway, the United Kingdom, Sweden, Chile, and Brazil are expected to participate.

Proceeds from the race benefit the Army's Morale, Welfare and Recreation Program. This program supports Soldiers and their families.

SPONSORS

- Major Sponsors: GEICO®; PWC; DRS Technologies; and Navy Federal Credit Union®.
- Supporting Sponsors: G&G Outfitters, Inc; Marathon-Photos.com; PowerBar; Purina; and ClearanceJobs.com.
- Media Sponsor: ESPN 980.

For more information, visit www.armytenmiler.com, call the Army Ten-Miler office at 202-685-3361 (DSN: 325) or e-mail Usarmy.mcnair.mdw.mbx.armytenmiler@mail.mil.

Sergeant Major of the Army Noncommissioned Officer and Soldier Forum

Monday, 21 Oct., 0700–0900. Opening address by GEN Gordon R. Sullivan. Announcement and presentation of the SGM Larry Strickland Educational Leadership Award and the SGM Dawn Kilpatrick Memorial AUSA Scholarship Award. Soldiers and noncommissioned officers will meet wit the Sergeant Major of the Army, Raymond F. Chandler III.

PREVIEW OF EVENTS

MG Robert G. Moorhead Guard/ Reserve Breakfast

Monday, 21 Oct., 0730–0900 (ticket required). This breakfast recognizes outstanding chapter efforts in support of Reserve Component Soldiers and families. GEN Daniel B. Allyn, Commanding General, United States Army Forces Command, is the invited speaker.

2013 AUSA Annual Meeting Opening Ceremony

Monday, 21 Oct., 0930–1115. The opening ceremony, featuring The United States Army Band, "Pershing's Own," and the 3rd United States Infantry (The Old Guard), will be a patriotic pageant with the presentation of colors and an inspiring, dramatic multimedia presentation. The HON John M. McHugh, Secretary of the Army, is the invited speaker.

Corporate Member Luncheon

Monday, 21 Oct., 1230–1430. This luncheon honors the Corporate Members and their many contributions to the chapters' programs to support Soldiers and families. The luncheon will be held at the Renaissance Washington, D.C. Downtown Hotel. Tickets are required (no charge) and are available through local AUSA chapters. Seating is limited. The HON Joseph W. Westphal, United States Under Secretary of the Army, is the invited speaker.

United States Army Noncommissioned Officer and Soldier of the Year Recognition Luncheon

Monday, 21 Oct., 1230–1430. The Sergeant Major of the Army, Raymond F. Chandler III, will host the awards luncheon to recognize the Army's outstanding noncommissioned officers and Soldiers. Requires advance tickets (no charge). GEN John F. Campbell, Vice Chief of Staff, United States Army, is the invited speaker. Awards will be presented to the United States Army Noncommissioned Officer and Soldier of the Year by GEN Campbell and SMA Chandler.

ROTC Activities

Monday, 21 Oct., 1230–1430. A luncheon for ROTC cadets, ROTC cadre and invited guests will be held at the Renaissance Washington, D.C. Downtown Hotel. GEN Dennis L. Via, Commanding General, United States Army Materiel Command, is the invited speaker. Advance tickets (no charge) are required and are available from AUSA Regional Activities, P.O. Box 101560, Arlington, VA 22210-0860.

Retiree and Army Pre-Retirement Events

Monday, 21 Oct., 1400–1600. A seminar will be held to update retirees on the Retirement Services and the President's Federal Veterans Employment initiative.

Wednesday, 23 Oct., 0900–1100. The Department of the Army Retirement Services Office will conduct Pre-Retirement briefings on the Survivor Benefit Plan (SBP).

President's Reception

Monday, 21 Oct., 1830–2015 (ticket purchase required). The President's Reception honoring the Secretary of the Army, the Chief of Staff, United States Army, and the Sergeant Major of the Army affords everyone a chance to meet the Army leadership, socialize with colleagues from the worldwide Army community and see old friends. Hors d'oeuvres and beverages will be served.

The Sergeant Major of the Army's Professional Development Forum

"The Army Profession"

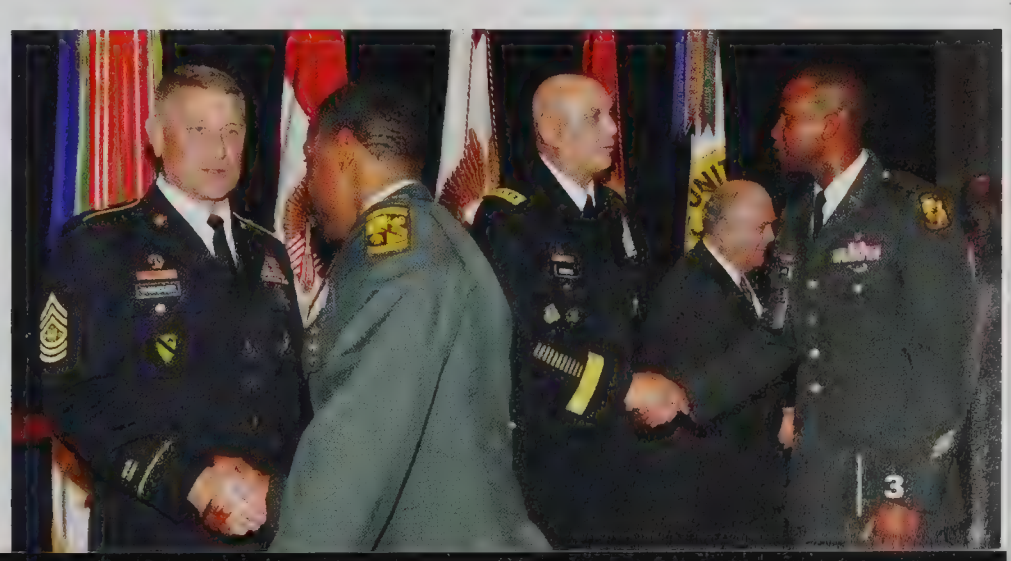
Tuesday, 22 Oct., 0830–1100. Sergeant Major of the Army, Raymond F. Chandler III will host this TRADOC sponsored presentation on The Army Profession. This event is open to all Soldiers attending the Annual Meeting.

Dwight David Eisenhower Luncheon

Tuesday, 22 Oct., 1230 (ticket purchase required). GEN Raymond T. Odierno, Chief of Staff, United States Army, is the invited speaker. The luncheon will be held in the Walter E. Washington Convention Center Ballroom.

Department of the Army Civilian Professional Development Seminar

Wednesday, 23 Oct., 0930–1130. Panelists will discuss the current challenges and issues facing government leaders as they plan for the civilian human resource requirements of the future. There is no charge for this professional development event, held at the Renaissance Washington, D.C. Downtown Hotel. Government employees are welcome.



PREVIEW OF EVENTS

Arlington National Cemetery and Washington, D.C. Bus Tour

Wednesday, 23 Oct., 0930–1300. The buses depart at 0930 (first come, first served) from the L Street entrance of the Walter E. Washington Convention Center. For information, contact AUSA NCO & Soldier Programs, 2425 Wilson Blvd., Arlington, VA 22201-3326 or call 800-336-4570, ext 2680.

Department of the Army Civilian Luncheon

Wednesday, 23 Oct., 1200–1400 (ticket purchase required). This luncheon will honor government civilians and recognize the regional Department of the Army Civilian of the Year award recipient. GEN Robert W. Cone, Commanding General, United States Army Training and Doctrine Command, is the invited speaker. It will be held at the Renaissance Washington, D.C. Downtown Hotel.

Sustaining Member Reception and Luncheon

Wednesday, 23 Oct., reception beginning at 1130. This luncheon recognizes Sustaining Members for their support of AUSA and the United States Army. The HON Charles Hagel, Secretary of Defense, is the invited speaker. In addition, the John W. Dixon Award will be presented to a distinguished industry leader, who has made considerable contributions to America's defense. This event is by invitation only for Sustaining Members and guests.

George Catlett Marshall Memorial Reception and Dinner

Wednesday, 23 Oct., 1830–2130 (tickets required). The 2013 George Catlett Marshall Memorial Dinner will be an impressive climax to the meeting's events. The HON Robert M. Gates, former Secretary of Defense, is this year's Marshall Medal recipient. The United States Army Band, "Pershing's Own," will provide entertainment. Refreshments will be served from 1830-1915 in the Ballroom Foyer, followed by dinner starting at 1915 in the Ballroom of the Walter E. Washington Convention Center.

Institute of Land Warfare Publications

ILW publications will be on display and available during exhibit hours at the AUSA Pavilion, Booth 407 in Exhibit Hall A. Educational materials published by ILW are provided free of charge.



ILW Contemporary Military Forums

The Institute of Land Warfare will host a series of Contemporary Military Forums on topics of current interest to Army professionals and AUSA members. All ILW forums will take place in the Walter E. Washington Convention Center. Go to AUSA's Annual Meeting web site (www.ausaannualmeeting.org) for details. All Annual Meeting attendees are welcome.

ILW Paper Presentations

Wednesday, 23 Oct., 0930–1130. The Institute of Land Warfare will host presentations and discussions of research papers selected by its editorial board for publication. Papers on subjects of national security interest will be presented by the authors. All Annual Meeting attendees are welcome.

AUSA Book Program Presentation

Monday, 21 Oct., 1300–1700. AUSA, in cooperation with the Naval Institute Press, Praeger Security International, and The University Press of Kentucky, has sponsored more than eight books in 2013 as part of its book program. Authors will be on hand to speak about their books during the authors' presentation and will be available for book signing throughout the meeting at the AUSA Pavilion, Booth 407 in Exhibit Hall A. All AUSA books will be available for purchase (discounted for AUSA members).

AUSA Military Family Forum

AUSA's Military Family Forums allow Army senior leaders and experts in the field of family readiness to provide their views on the status of the Army Family. Through the presentation of four forums, speakers will have direct discourse with the attendees. The audience will consist of Soldiers and family members, senior spouses, family readiness group leaders, family programs managers as well as representatives from other organizations involved in supporting Army families.

AUSA Military Family Forum I

"Leader's Town Hall"

Monday, 21 Oct., 1300–1600. This forum will feature town hall style presentations from the top leaders in our Army.

USA Military Family Forum II

The Performance Triad: A Holistic Approach to Self-Care"

esday, 22 Oct., 0900–1200. This forum will explore proaches to caring for one's self and family. New and innovative grams from the Department of the Army and the Department Defense will be discussed. LTG Patricia D. Horoho, mmanding General, United States Army Medical Command/ e Surgeon General, United States Army, is the invited speaker.

ilitary Family Pavilion "Lunch nd Learn"

esday, 22 Oct., 1230–1330. This event will be held in the mily Programs Pavilion in Exhibit Hall C. Featured exhibitors l share information and best practices regarding their areas expertise. Grab some lunch and join us!

USA Military Family Forum III

Community Resources: It's a Beautiful Day in the Neighborhood"

esday, 22 Oct., 1400–1700. This forum will showcase the owing support of military families by civilian organizations ough private/public partnerships with the military community.

USA Military Family Forum IV

Expanding our Reach – Our Neighborhood Knows No Boundaries"

ednesday, 23 Oct., 0900–1200. This forum will explore novative uses of social media and advanced technology in e military family communications arena. Featured speakers l share techniques and successful approaches to building irtual support community.

Warrant Officer Professional evelopment Seminar

esday, 22 Oct., 0900–1100. CW5 David Williams, Chief ES Team, HQDA G-3/5/7, DAMO-TRL, will lead a panel cussion of issues critical to the United States Army Warrant ficer community.

rmy National Guard and Army eserve Events

esday, 22 Oct., 1000–1130. LTG William E. Ingram Jr., rector, Army National Guard, will speak.

esday, 22 Oct., 1430–1600. LTG Jeffrey W. Talley, Chief, my Reserve/Commanding General, United States Army serve Command, will speak.

Tuesday, 22 Oct., 1500–1700. CSM Brunk Conley, Army National Guard, will hold a breakout session.

Wednesday, 23 Oct., 0900–1100. CSM Luther Thomas Jr., United States Army Reserve, will hold a breakout session.

NEW Small Business Pavilion

AUSA will be offering small businesses (including AUSA Corporate Members) an opportunity to showcase their products and services to over 29,000 people from around the world, including senior leaders from the Army, DoD and Congress. To qualify, your company must be classified as a "small business" (as defined by the Small Business Administration) and be a first-time exhibitor at the AUSA Annual Meeting. This offer is very affordable and waives the membership fee requirement during the first year. For more information, call Alex Brody at 703-907-2665 or visit www.ausaannualmeeting.org.

NEW Veterans Career Hiring Event

The American Freedom Foundation, in conjunction with AUSA, will host and produce the **W2: Warriors To The Workforce Hiring Event** for companies and veterans attending the Annual Meeting. Highlights include:

- There will be 20 different employers exhibiting each day (60 over the meeting's three days) conducting scheduled interviews with pre-screened qualified veteran candidates.
- Workshops with experts providing resources and information on mental readiness, confidence building, networking, resume writing, interviewing techniques, transitioning from military to civilian life and much more.

For more information, contact Michelle Proctor at 615-522-1029 or michelle.proctor@americanfreedomfoundation.org

Industry and Military Exhibits

Exhibit Halls A, B, C, D and E in the Walter E. Washington Convention Center will feature over 600 exhibits. The exhibit hall schedule for the 2013 AUSA Annual Meeting is:

- Monday, 21 Oct., 0900–1700
- Tuesday, 22 Oct., 0900–1700
- Wednesday, 23 Oct., 0900–1700



2013 ANNUAL MEETING EXHIBITORS

(as of 26 July)

3M Company

A

Accurate Energetic Systems
ADS Group Ltd
ADS, Inc.
AECOM Government Services, Inc.
Aerojet
Aeroscraft
Aerostar International, Inc.
AeroVironment, Inc.
Aggreko LLC
Agility, Defense & Government Services
Airborne Systems Group
AITECH Defense Systems, Inc.
Alaska Structures
Alcoa Defense
Allen Vanguard
Allison Transmission
Aluma Tower Company, Inc.
AM General Corporation
Amerex Defense
American Science and Engineering, Inc.
AMETEK Aerospace & Defense
Amphenol Fiber Systems International
AmSafe, Inc.
API Technologies
ARMADA INTERNATIONAL
ArmorSource LLC
Army Women's Foundation
Arotech Corporation
ATI
ATK (Alliant TechSystems)

AUSA Family Programs/ Army Installations Pavilion

AAFES
American Red Cross
AmeriForce Publishing
Armed Forces Vacation Club
Army Emergency Relief
Backpack Journalist
Columbia Southern Education Group
Club Beyond/Military Community Youth Ministries
Fisher House
MilitaryLife.com
National Military Spouse Network
NMFA
Operation Give A Hug
Real Warriors Campaign
ScreamFree Institute
Shields of Strength
Sittercity.com
TAPS
The General's Kids
Tutor.com
United Through Reading
USO
Yellow Ribbon Fund

AUSA Pavilion

AGIA Insurance
Army Ten-Miler
Army Times Publishing Company
Choice Hotels International
GEICO Insurance
Government Vacations
GovX
Naval Institute Press
Praeger Security International
University Press of Kentucky
University of Maryland University College

Australian Pavilion

Austri Alpin Inc.
Automation Alley – Michigan Pavilion
Avalex Technologies Inc.
Avon Protection Systems, Inc.
Aydin Displays, Inc.

B

B.E. Meyers & Co., Inc.
B/E Aerospace
BAE Systems, Inc.
Ball Aerospace & Technologies Corp.
Barco Federal Systems
Barrett Firearms Manufacturing, Inc.
Barry Controls
Battelle Memorial Institute
Bell Helicopter Textron, Inc.
Benchmade Knife Company, Inc.
Beretta
Big Ass Fans
Blue Ox
BlueSky Mast Inc.
BOEING
BOH FPU Systems - A Division of BOH Environmental, LLC
Bombardier
Bosch Automotive Service Solutions
Bose Corporation
Breeze-Eastern Corporation
Bren-Tronics, Inc.
Brighton Cromwell

C

C.E. Niehoff & Co.
CACI, Inc.
CAE
Camber Corporation
CamelBak Products, LLC
CAMSS Shelters
Canadian Pavilion
Caterpillar, Inc.
CAVALIER LOGISTICS
CED Solutions LLC
CEIA USA, Ltd.
CES - Creative Electronic Systems S.A.
CGI Federal
CGSC Foundation, Inc.
CH2M HILL
Chemring North America
Cobham
COGES Eurosatory
Colt Defense LLC
Combat Medical Systems
Combined Systems, Inc.
CompuLink
Comrod, Inc.
Concurrent Technologies Corporation
Constellium Rolled Products Ravenswood, LLC
Contact! Corporation
Control Solutions LLC
Corvias Military Living (formerly Picerne)
Critical Solutions International
Crystal Group, Inc.
Cummins, Inc.
Curtiss-Wright Controls
Cyalume Technologies

Czech Republic Pavilion

D

Daimler Trucks North America LLC
Dana Holding Corporation
Daniel Defense
Danner
Darley
Data Device Corporation
Day & Zimmermann
Defense Daily/Access Intelligence
Defense News/Army Times
Deployed Resources, LLC
Deschamps Mat Systems, Inc.
Dewey Electronics Corporation
Diehl Defence Holding GmbH
Dillon Aero, Inc.
Diversified Technical Systems, Inc.
Donaldson Co., Inc.
DRASH (DHS Systems LLC)
DSM Dyneema LLC
Dynatrac Products Co., Inc.
DynCorp International

E

EADS North America
Eagle Picher Technologies, LLC
Eaton Corporation
ECS Case
Elbit Systems of America, LLC
eMagin Corporation
Energy Technologies, Inc.
Enersys
Engility
EPS Corporation
ESI Motion
ESRI
Extreme Engineering Solutions (X-ES)

F

Fabryka Broni "Lucznik" - Radom Sp. z o.o.
Faircount
FALCK SCHMIDT Defence Systems A/S
Federal Retirement Thrift Investment Board (TSP)
Federal Voting Assistance Program
Fidelity Technologies Corporation
Finmeccanica
Firetrace Aerospace
First Command Financial Services
Flight Test Aerospace, Inc.
FLIR Government Systems
FLUOR Corporation
FNH USA, LLC
FOERSTER
Fox Racing Shox

French Pavilion

Fujifilm North America Corp.

G

Gannett Government Media Corporation
GATR Technologies, Inc.
GE Aviation
GE Intelligent Platforms
General Atomics
General Digital Corporation
General Dynamics
General Dynamics Armament & Technical Products
General Dynamics Information Systems & Technology
General Dynamics Land Systems
General Dynamics Ordnance & Tactical Systems
General Kinetics Engineering
Gentex Corporation
Gerber Legendary Blades

German Pavilion

Gichner Systems Group, Inc.
Glenair, Inc.
Global Electric Motorcars by Polaris
Glock, Inc.
GNB Industrial Power, A Div. of Exide Technologies
Golight, Inc.
Goodyear Tire & Rubber Co.
GovX
Grayhill, Inc.
Grote Industries

H

Hammerhead Industries, Inc.
Hanz Extremity Wear
Harris Corporation
HDT Global
Heckler & Koch Defense, Inc.
Hendrickson
High Impact Technology, LLC
Home Depot, The
Honeywell
Horstman, Inc.
Humana Military Healthcare Services, Inc.
Hutchinson Industries
HYTORC

I

IAI North America
IBM Corporation
Ideal Innovations, Inc.
IDS International
IHS Global, Inc.
Industrial Electronic Engineers
IntelliPower
Intercontinental Hotels Group
International Armored Group
Invisio Communications A/S
iRobot Corporation
Isodyne Inc.
Isotherm Technologies, Inc.

See map inside

Israel Military Industries
Israeli Pavilion
ITT Enidine
ITT Exelis

J

JAI, Inc.
Jankel Tactical Systems LLC
JENOPTIK DEFENSE INC.
JLG Industries
John Deere Company
Johnson Controls, Inc.
JPMorgan Chase
Jupiter Systems

K

K2 Solutions, Inc.
KBR
KDH Defense Systems, Inc.
Kearfott Corporation
Kentucky Trailer Technologies
Kipper Tool
Kongsberg
Korean Pavilion
KOTRA
KVH Industries
Kwikpoint

L

L3 Communications
Laser Shot
Laser Technology, Inc.
Laughing Rabbit Incorporated dba LRI
Leading Technology Composites
Leatherman Tool Group, Inc.
Leupold & Stevens, Inc.
Lind Electronics
LMI, Logistics Management Institute
Lockheed Martin Corporation
Long Mountain Outfitters LLC
Lord Corporation
LWRC International, LLC

M

Mack Defense, LLC
Magpul Industries
ManTech
Marathon Watch Company Ltd.
Marvin Group, The
MasterCraft
MaxVision
MBDA Incorporated
McAfee, Inc.
McLane Advanced Technologies
Medalcraft Mint, Inc.
Meggitt
Mercury Systems, Inc.
Meridian Medical Technologies, Inc.
Meritor, Inc.
Metro Productions
Michelin North America, Inc.
Michigan Pavilion – Automation Alley
Military Systems Group, Inc.
Militarybyowner Advertising, Inc.
Milliken & Company
Mission Essential Personnel, LLC
Mistral Group, The
Mobile Concepts by Scotty
Motorola Solutions, Inc.
MTL Group Limited
MTU
Murdock Webbing

N

NAMMO, Inc.
National Defense Industrial Association
Navistar Defense
Navy Federal Credit Union
New Breed Logistics
NICOMATIC
Nobles Worldwide
Northrop Grumman
Northwest Territorial Mint
NOVA Electric
NovAtel, Inc.
NP Aerospace

O

Oakley, Inc.
Oceus Networks, Inc.
Olin-Winchester
O'Neil & Associates, Inc.
Ophir Optics, LLC
Oran Safety Glass
Orbit International Corp.
Oshkosh Corporation
Otis Technology, Inc.
OTTO
Owens Corning Composite Solutions Business

P

Pacific Scientific Energetic Materials Co.
Palladium Energy, Inc. (formerly Microsun Technologies, LLC)
Panasonic Computer Solutions Company
Parker Hannifin Corporation
Parvus Corporation
Pearson Engineering Inc.
Pelican Products
Perkins Technical Services, Inc.
Persistent Systems, LLC
Phantom Products, Inc.
Pharad, LLC
Physical Optics Corporation
Plasan SASA
Pleora Technologies, Inc.
Point Blank Enterprises
Polaris Industries, Inc.
Polartec, LLC
Polartherm
Poongsan Corporation
Port-A-Cool LLC
Power Breezer (formerly Breezer Holdings)
Pratt & Whitney
Precision Remotes, LLC
Protonex Technology Corp.
PulseTech Products Corp.

Q

QinetiQ North America
QUANTUM3D

R

Radisys
Rafael Advanced Defense Systems Ltd.
RAM Mounting Systems
Rapiscan Systems, Inc.
Raydon Corporation
Raytheon Company
ReconRobotics, Inc.
REI Corporate Sales
Remington Defense
Revision
Rite in the Rain
RIX Industries
Robertson Fuel Systems, LLC
Rocky Brands
Roketsan Missile Industries
RUD Chain, Inc.

S

S.A.I. Industries Inc.
Saab
SAIC
Saint-Gobain Ceramics
Sawyer Products
SCHOTT North America, Inc.
SCI Technology, Inc.
SecureCom/RPS
Seiler Instruments, Inc.
Sekai Electronics, Inc.
Service by Air
Shasta Shelter
Shephard Media
Sibat-Israel Ministry of Defense
Siemens Government Technologies, Inc.
Sierra Nevada Corporation
SIG SAUER
Sikorsky Aircraft Corporation
SKYDEX Technologies, Inc.
Small Business Pavilion
Smith & Wesson
SOFRADIR
Solid Terrain Modeling, Inc.
Sotera Defense Solutions, Inc.
Sprint
Sprung Instant Structures, Inc.
SRC, Inc.
SRI International
Stanley Vidmar
STARA Technologies, Inc.
Steyr Motors North America
Stolar Research Corporation
Streit USA Armoring
SupplyCore, Inc.
SYNEXXUS
Sypris Electronics, LLC

T

Tactical Defense Media, Inc.
Tactical Environmental Systems, Inc.
Takata
TE Connectivity
TEA Headsets
Team Wendy, LLC
Teijin Aramid USA, Inc.
Teledyne Brown Engineering
Telephonics Corporation
Tencate Advanced Armor
Tennsco Corp.
Texas A&M University, Corps of Cadets
Textron Systems Corporation
Thales Communications, Inc.
The Boeing Company
The Home Depot
The Marvin Group
The Mistral Group
The Will-Burt Company
Themis Computer
Transhield, Inc.
Trident University International
Trijicon, Inc.
TriMark Corporation
Triple Canopy, Inc.
Truck-Lite Co., LLC
Turkish Defense Industries
Turkish Pavilion

U

U.S. Army Office of the Chief of Public Affairs – The Army Exhibit
Ultimate Training Munitions, Inc.
Ultra Electronics
Ultralife Corporation
UNICOR-Federal Prison Industries
United Kingdom Pavilion
United Technologies Corporation
University of Phoenix
UPS
URS
US Ordnance, Inc.
USAA
UTC Aerospace Systems
Vectronix, Inc.
Veterans United Home Loans
ViaSat, Inc.
Viecore FSD
VT Group
VT Miltope
VT Systems
W. L. Gore & Associates, Inc.
Webasto Product North America
Wegmann USA, Inc.
WFEL Limited
Whelen
Wilcox Industries Corp.
Wiley X, Inc.
Will-Burt Company, The

Y

YKK (USA) Inc. - Tape Craft Corp.

Z

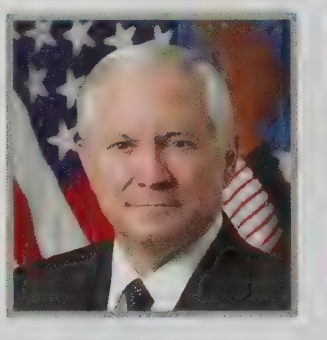
Zel Technologies, LLC

See map inside.

SCHEDULE-AT-A-GLANCE



GEN Gordon R. Sullivan
United States Army Retired
President
AUSA



HON Robert M. Gates
Former Secretary of Defense
Marshall Medal Recipient



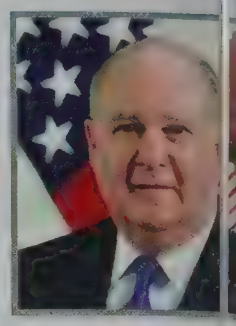
HON Charles Hagel
Secretary of Defense



HON John M. McHugh
Secretary of the Army



GEN Raymond T. Odierno
Chief of Staff
United States Army



HON Joseph Westph
Under Secretary of th

(All events take place in the Walter E. Washington Convention Center unless otherwise noted.)

FRIDAY, 18 OCTOBER

0700 **Resolutions Committee Meeting**
DA Staff Briefing, *AUSA Headquarters*

1000–1900 **Army Ten-Miler Packet Pickup**
D.C. Armory, Washington, D.C.

1000–1900 **Army Ten-Miler EXPO, presented by Boeing**
D.C. Armory, Washington, D.C.

SATURDAY, 19 OCTOBER

1000–1900 **Army Ten-Miler Packet Pickup**
D.C. Armory, Washington, D.C.

1000–1900 **Army Ten-Miler EXPO, presented by Boeing**
D.C. Armory, Washington, D.C.

1830–2000 **GEICO Pre-Race Pasta Dinner: "All-You-Can-Eat"**
Remarks:
SMA Raymond F. Chandler III
Sergeant Major of the Army
CSM Brunk Conley
CSM, Army National Guard
CSM Luther Thomas Jr.
CSM, United States Army Reserve
Crystal Gateway Marriott Hotel, Arlington, VA

SUNDAY, 20 OCTOBER

0800 **Twenty-Ninth Annual Army Ten-Miler**
Lead Sponsors – AUSA and KBR
Race starts at the Pentagon

1800–1900 **Chapter Presidents and Delegates Reception***
Renaissance Washington, D.C. Downtown Hotel

1900–2200 **Chapter Presidents Dinner***
Host:
GEN Gordon R. Sullivan
United States Army Retired
President
AUSA
Invited Speaker:
GEN David M. Rodriguez
Commander
United States Africa Command
Renaissance Washington, D.C. Downtown Hotel

MONDAY, 21 OCTOBER

0700–0900 **The Sergeant Major of the Army Noncommissioned Officer and Soldier Forum**

0730–0900 **MG Robert G. Moorhead Guard/Reserve Breakfast***
Invited Speaker:
GEN Daniel B. Allyn
Commanding General
United States Army Forces Command

0900–1700 **Exhibits Open: Halls A, B, C, D and E**

0930–1115 **Opening Ceremony**
Invited Keynote Speaker:
HON John M. McHugh
Secretary of the Army

1230–1430 **Corporate Member Luncheon***
Invited Speaker:
HON Joseph Westphal
United States Under Secretary of the Army
Renaissance Washington, D.C. Downtown Hotel

1230–1430 **ROTC Luncheon***
Invited Speaker:
GEN Dennis L. Via
Commanding General
United States Army Materiel Command
Renaissance Washington, D.C. Downtown Hotel

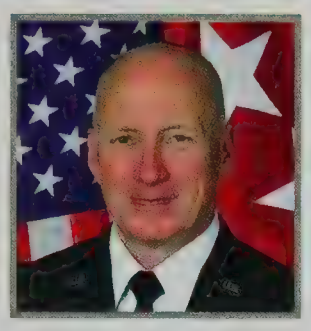
1230–1430 **United States Army Noncommissioned Officer and Soldier of the Year Recognition Luncheon***
(CSMs, GOs, NCOs & Soldiers of the Year)
Invited Speaker:
GEN John F. Campbell
Vice Chief of Staff
United States Army

1300–1600 **AUSA Military Family Forum I**
"Leader's Town Hall"
Invited Speakers:
HON John M. McHugh
Secretary of the Army
GEN Raymond T. Odierno
Chief of Staff
United States Army
SMA Raymond F. Chandler III
Sergeant Major of the Army
LTG Michael Ferriter
Assistant Chief of Staff for Installation Management/Commanding General
Installation Management Command
United States Army

* Ticket or invitation required.



GEN John F. Campbell
Vice Chief of Staff
United States Army



GEN Robert W. Cone
Commanding General
United States Army Training and Doctrine Command



GEN David M. Rodriguez
Commander
United States Africa Command



GEN Dennis L. Via
Commanding General
United States Army Materiel Command



GEN Daniel B. Allyn
Commanding General
United States Army Forces Command

LTG William E. Ingram Jr.
Director
Army National Guard
LTG Jeffrey W. Talley
Chief
Army Reserve/Commanding General
United States Army Reserve Command

1300–1700 **AUSA Book Program**
(Author presentations)

1400–1600 **ILW Contemporary Military Forum**
"Modernization"

1400–1600 **ILW Contemporary Military Forum**
"Enhancing North American Security/Missions at Home"

1400–1600 **Retiree Seminar**
Presentations:
Army Retirement Services
Soldier for Life Program

1730–1830 **International Military VIP Reception***

1830–2015 **President's Reception***
Honoring:
The Secretary of the Army
The Chief of Staff, United States Army
The Sergeant Major of the Army

TUESDAY, 22 OCTOBER

0800–0900 **International Military VIP and Industry Networking Breakfast***

0800–1100 **Chapter Presidents and Delegates Workshop**

0830–0930 **Congressional Staffers Breakfast***
Invited Speaker:
HON John M. McHugh
Secretary of the Army

0830–1100 **The Sergeant Major of the Army's Professional Development Forum**
"The Army Profession"

0900–1100 **Warrant Officer Professional Development Seminar**
Speaker:
CW5 David Williams
HQDA G-3/5/7
DAMO-TRL Chief
OES Team

0900–1200 **AUSA Military Family Forum II**
"The Performance Triad: A Holistic Approach to Self-Care"
Invited Speaker:
LTG Patricia D. Horoho
Commanding General
United States Army Medical Command/
The Surgeon General
United States Army
Panel:
MSG Jennifer Loredo
Comprehensive Soldier and Family Fitness (CSF2) Program
James Gordon M.D.
Center for Mind Body Medicine
Real Warriors Campaign – Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE)
Lynda MacFarland
Author – Drowning in Lemonade

0900–1700 **Exhibits Open: Halls A, B, C, D and E**

1000–1130 **Army National Guard Seminar**
Speaker:
LTG William E. Ingram Jr.
Director
Army National Guard

1000–1200 **ILW Contemporary Military Forum**
"Leader Development"

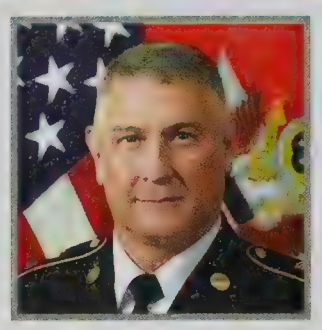
1000–1200 **ILW Contemporary Military Forum**
"Army Future"

1130–1215 **Dwight David Eisenhower Reception**
Exhibit Halls A, B, C, D and E

1230 **Dwight David Eisenhower Luncheon***
Speaker:
GEN Raymond T. Odierno
Chief of Staff
United States Army

1230–1330 **Military Family Pavilion**
"Lunch and Learn"
Exhibit Hall C

SCHEDULE-AT-A-GLANCE



SMA Raymond F. Chandler III
Sergeant Major of the Army



LTG Michael Ferriter
Assistant Chief of Staff for
Installation Management/
Commanding General
Installation Management Command
United States Army



LTG Patricia D. Horoho
Commanding General
United States Army Medical
Command/The Surgeon General
United States Army



LTG William E. Ingram Jr.
Director
Army National Guard



LTG Jeffrey W. Talley
Chief
Army Reserve/
Commanding General
United States Army Reserve
Command

1400–1700 **AUSA Military Family Forum III**
"Community Resources: It's a Beautiful Day in the Neighborhood"
Speaker:
COL David Sutherland
The Dixon Center
Panel:
HON Katherine Hammack
Assistant Secretary of the Army
(Installations, Energy & Environment)
Jim Knotts
President & CEO
Operation Homefront
Kansas State University – Fort Riley Partnership
Tara Crooks
Army Military Spouse of the Year
Angela Caban
New Jersey National Guard Military Spouse of the Year

1430–1600 **Chief, Army Reserve Seminar**
Speaker:
LTG Jeffrey W. Talley
Chief
Army Reserve/Commanding General
United States Army Reserve Command

1430–1630 **ILW Contemporary Military Forum**
"Ready and Resilient"

1430–1630 **ILW Contemporary Military Forum**
"Regionally Aligned Forces"

1500–1700 **ARNG Breakout Seminar**
CSM Brunk Conley
Command Sergeant Major
Army National Guard

WEDNESDAY, 23 OCTOBER

0700–0930 **AUSA Region Breakfast Meetings**

0900–1100 **Pre-Retirement/Survivor Benefit Plan Briefing**

0900-1100 **CSM, OCAR Breakout Session**
Speaker:
CSM Luther Thomas Jr.
Command Sergeant Major
United States Army Reserve

0900–1200 **AUSA Military Family Forum IV**
"Expanding our Reach – Our Neighborhood Knows No Boundaries"
Speakers:
Tara Crooks and Starlett Henderson
Army Wife Network
Panel:
Military Family Learning Network
Blue Star Families
National Military Family Association
Megan Zemke
FRG 546th Maintenance Company
1st MEB
Video Preview: A Backpack Journalist

0900–1700 **Exhibits Open: Halls A, B, C, D and E**

0930–1130 **ILW Paper Presentations**

0930–1130 **Department of the Army Civilian Professional Development Seminar**
Renaissance Washington, D.C. Downtown Hotel

0930–1130 **ILW Contemporary Military Forum**
"Strategic Landpower: U.S. Army, Special Operations, USMC"

0930–1130 **ILW Contemporary Military Forum**
"Building the Army's Cyber Forces...Regionally Aligned and Globally Responsive"

0930–1300 **Outstanding Soldiers Tour of Arlington National Cemetery and Washington, D.C.**

1130–1330 **Sustaining Member Reception and Luncheon***
Invited Speaker:
HON Charles Hagel
Secretary of Defense

1200–1400 **Department of the Army Civilian Luncheon***
Invited Speaker:
GEN Robert W. Cone
Commanding General
United States Army Training and Doctrine Command
Renaissance Washington, D.C. Downtown Hotel

1430–1630 **ILW Contemporary Military Forum**
"Privatization Partnership"

1830–2130 **George Catlett Marshall Memorial Reception and Dinner***
Recipient:
HON Robert M. Gates
Former Secretary of Defense

(All information as of 26 July 2013, and subject to change)

*Ticket or invitation required.

ANNUAL MEETING FAST FACTS

Join More Than 29,000 People!

The Association of the United States Army welcomes all AUSA members, military and civilian employees of the United States armed forces, designated representatives of exhibitor and member companies, invited guests of the Association and others who have an identifiable relationship with the United States Army. Military family members are welcome to attend the Annual Meeting. Some events may not be appropriate for children, i.e., social functions.

All attendees must provide proof of identity by a Government issued photographic ID and must demonstrate that they have an "identifiable relationship" with the United States Army. Following are examples of acceptable demonstrations of such a relationship:

- Membership in AUSA
- Membership in any component of the United States Military
- Civilian employee of the United States Federal Government
- Member of a law enforcement agency
- Employee or guest of an exhibiting company
- Member of a United States military or veterans' association
- Member of an accredited federal, state or municipal law enforcement agency, fire fighters or EMT/EMS
- Member of a military force of foreign nations which will require a passport
- Invited guests of AUSA

Registration

Registration for the Annual Meeting is free. Visitors with registration badges are admitted at no charge to all program sessions and exhibit areas. For security reasons, badges must be worn at all times. Attendees may register Thursday, 17 Oct., through Saturday, 19 Oct. in the West Registration area and Sunday, 20 Oct. through Wednesday, 23 Oct. in both the East and West Registration areas located in the Walter E. Washington Convention Center. See the schedule below for specific dates and times.

REGISTRATION DESK HOURS

Exhibitors / Attendees

Thursday,	17 October:	0800–1700
Friday,	18 October:	0800–1700
Saturday,	19 October:	0800–1700
Sunday,	20 October:	0800–1800
Monday,	21 October:	0700–1900
Tuesday,	22 October:	0730–1700
Wednesday,	23 October:	0800–2000

Ticketed Functions

Only members of AUSA may pre-purchase tickets to social functions. Ticket orders must be received by 27 Sept. Members are encouraged to use the advanced individual registration forms in the June through September issues of ARMY Magazine and AUSA NEWS or online at www.ausa.org. Full payment must accompany all orders and a receipt will be confirmed by e-mail. Tickets can be picked up at the AUSA Ticket Pickup desk beginning at 0800 on Thursday, 17 Oct., through Wednesday, 23 Oct., located in the West Registration area. Refunds for cancellations will be made only upon written requests received by 27 Sept. Nonmembers who register for the meeting may purchase tickets at the Sales Booth beginning at 0800 on Thursday, 17 Oct.

Dress

All events except the President's Reception and the Marshall Reception and Dinner are informal.

Military Dress Code:

- **Guard/Reserve Breakfast:** Duty Uniform (ACU)
- **President's Reception:** Army Service Uniform/Class A
- **Opening Ceremony:** Duty Uniform (ACU)
- **Marshall Reception and Dinner:**
  - Officers: Dress Blues/Mess Dress
  - Soldiers: Dress Blues, Mess Dress, Army Service Uniform/Class A with white shirt and bow tie or civilian black tie.
- **Exhibit Floor and all other events:** Duty Uniform (ACU)
- **Award Recipient:** Army Service Uniform/Class A
- **Speakers:** Business attire, Army Service Uniform/Class A or Duty Uniform (ACU)

Americans with Disabilities Act (ADA)

Registrants with special needs who participate in our Annual Meeting will be accommodated to the fullest extent possible. If you need special arrangements, please advise us at the time you register.

Sponsorship and Exhibit Space Still Available

Contact: Gaye Hudson – ghudson@ausa.org

Advertising Opportunities

Green Book Advertising: Jim Burke – advdpt@aol.com
Video Wall Advertising: Awarren@metroproductions.com

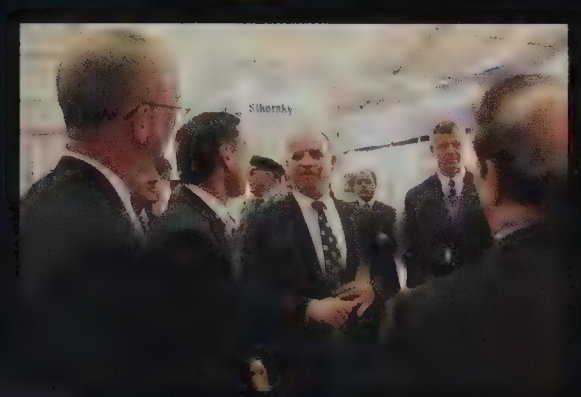


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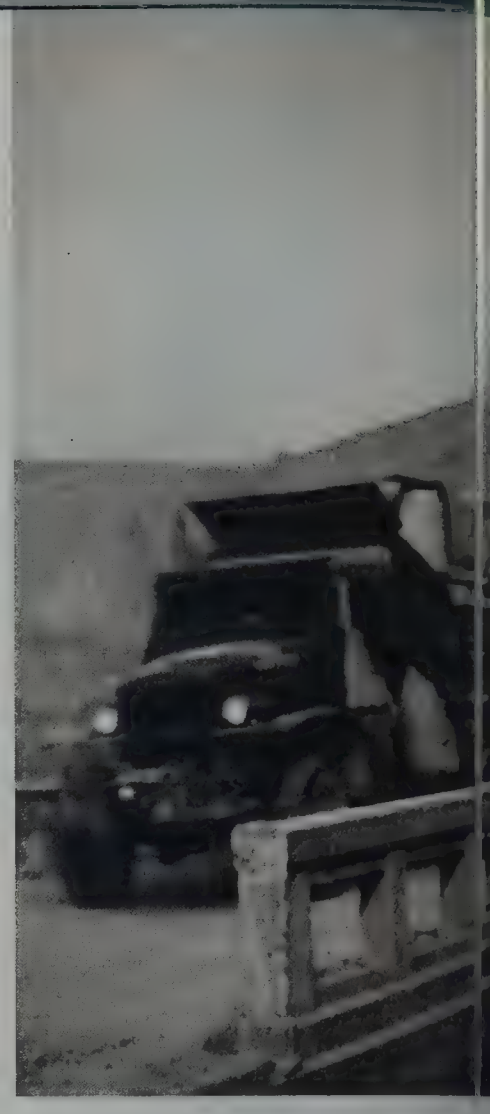
Jordan Armed Forces

Joint Special Operations Command

UFI Approved Event



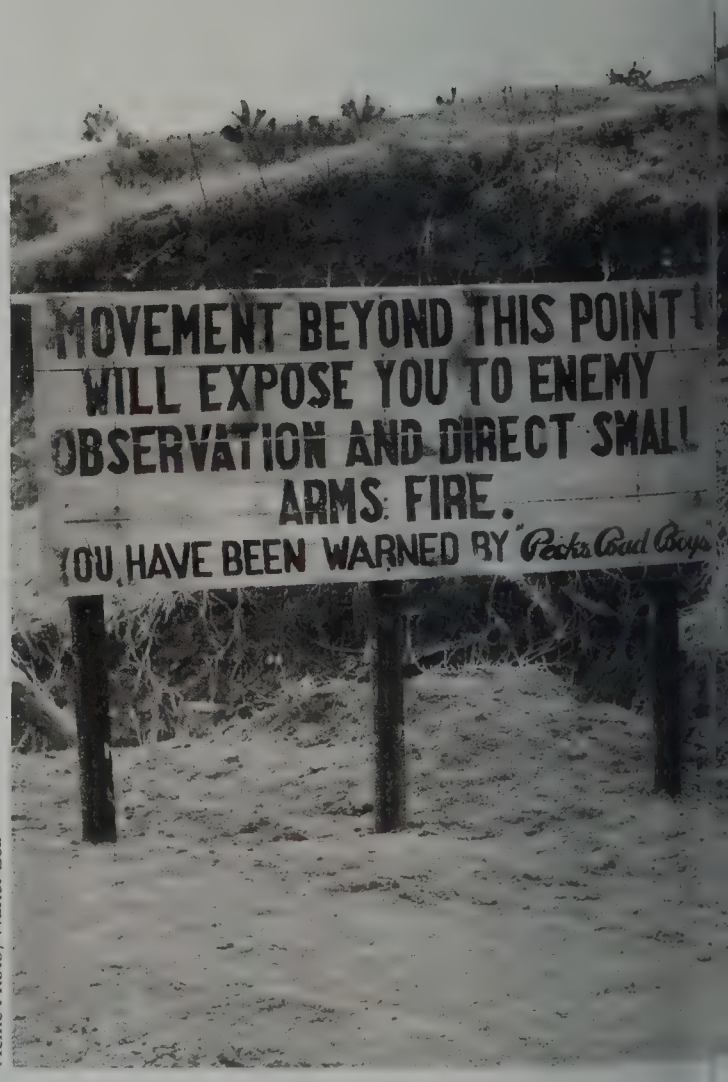
National Archives



Thinking About

By LTG Daniel P. Bolger
U.S. Army retired

When I was about 10 years old, I asked my father what I considered a pretty straightforward question. Courtesy of our local public television channel and our glorious black-and-white Philco set, we were watching "Victory at Sea," the groundbreaking documentary about the American triumph in World War II. Knowing my dad had fought in Korea in 1950–1951, I asked him a simple question: Who won that war? "Well," my father answered, "neither side won. It was more like a tie." He then handed me a book by T.R. Fehrenbach called *This Kind of War*.



Acme Photo/Walter Lea



National Archives



U.S. Army

Clockwise from far left: Eighth Army troops head for the helicopters that will transport them to the front line in Korea; U.N. forces withdrawing from the North Korean capital, Pyongyang, cross the 38th parallel; a 25th Infantry Division soldier checks the blister charge of a 155 mm howitzer shell; a sign warns of the dangers near the front line in Korea.

an Unwon War



I tried to read it but gave up after a while. It wasn't like the World War II books. The fighting parts were OK, but there were too many stretches about societal confusion as the American people rejected the vicious "police action" in Northeast Asia and instead awaited a clarion call to another great crusade on the model of 1941–1945. There were sermons about the importance of small-unit discipline (and the lack thereof) and tales of U.S. platoons and companies afflicted by "bug-out fever," the tendency of troops to withdraw in panic from the enemy. Something was wrong with our military in that long hot Korean summer of 1950, a flaw compounded around Thanksgiving of that same grim year when Chinese People's Volunteer Army regiments



GEN Douglas MacArthur chafed at the force limits U.S. political authorities imposed in Korea and publicly disagreed with the policies of President Harry Truman, who relieved him of command in April 1951.

poured out of the hills. I later learned that Fehrenbach, too, was a Korean War veteran, and that a few of the vignettes in the book about unnamed soldiers were from his own experiences under fire. Many years went by before I was able to finish *This Kind of War*. By then, my reading was informed by my own military service and my dawning recognition of just why my father and his fellow infantrymen of Company M, 3rd Battalion, 31st Infantry Regiment, had been put in a very bad place east of the Chosin Reservoir in November 1950. The majority of his unit never came home. It was a high price to pay for an unwon war.

Confronted with such an outcome in Korea, Vietnam, Iraq or Afghanistan, a lot of Americans—then and now—just say no. GEN Douglas MacArthur was one of these. Victorious in World War I and World War II, the liberator of the Philippines, directing genius of postwar Japanese reconstruction, and brilliant architect of the flanking amphibious maneuver at Inchon in September 1950 that broke the North Korean Army, the old general lost his way as he grappled with what lurked among the cold, dark Korean ridgelines. Stunned by the Chinese intervention and frustrated by force limits imposed by the U.S. political authorities, MacArthur advocated what today we'd call "go big or go home." President Harry Truman, himself a Great War veteran, chose a third option. He kept the Korean War limited and sent MacArthur home. MacArthur obeyed, of course, but he did not go quietly. Feted in multiple public rallies, he warned against what he saw as no-win wars. He told a joint session of the U.S. Congress, and through them the American people, that "there is no substitute for victory."

To my 10-year-old mind, MacArthur had to be right. Why had my father and so many others gone over there, if not to wrap it all up in some kind of Appomattox 1865 surrender or Tokyo Bay 1945 finale? For me, it took a lot more learning and thinking to figure out that winning can look different depending upon the type of war you are fighting. Defining the conflict is often both messy and confusing, and the enemy most definitely has a big say.

Veteran Prussian soldier and scholar Carl von Clausewitz wrestled with this very issue after the Napoleonic Wars. He tried to make sense of his own brutal combat experiences.

***LTG Daniel P. Bolger**, USA Ret., was the commander of Combined Security Transition Command-Afghanistan and NATO Training Mission-Afghanistan. Previously, he served as the deputy chief of staff, G-3/5/7 and as the commanding general, 1st Cavalry Division/commanding general, Multinational Division-Baghdad, Operation Iraqi Freedom. He holds a doctorate in Russian history from the University of Chicago and has published a number of books on military subjects.*

Among the many insights in his dense, multilayered ma terwork *On War*, Clausewitz categorized conflicts as thos fought to overthrow an enemy ("regime change" in today think tank jargon, epitomized as the result of World War I and those fought to contain an enemy on the frontiers ("lim ited war," as experienced by MacArthur, Fehrenbach, my fa ther and many others in Korea). Almost a century late Clausewitz' countryman and fellow veteran Hans Delbrüc labeled these as wars driven by strategies of annihilation o attrition. The dean of U.S. Army historians, Russell F. We gley, adopted the Clausewitz/Delbrück taxonomy. Weigle then went one better on the Germans. He noted that whi Americans prefer short, violent, large-scale wars of annihil tion, too often we must settle for wars of attrition.

Why should we expect differently? Most wars in histor have been anything but short, decisive contests with clea winners and losers. We cringe at conflicts with ominous long-sounding names: the Seven Years' War (1756–1763 the Thirty Years' War (1618–1648), the Eighty Years' Wa (1568–1648), and even the Hundred Years War (1337–1453 each of which was fought well beyond anyone's nigh mares in regard to duration. In fact, that's the real problen One tends to go into a war looking for annihilation an then ends up shuffling and sloughing into a war of attr tion, a grinding broken-back war that goes on and on unt one side cracks and quits. World War I is a classic exampl Annihilation, to borrow the old Army joke, briefs well bu tends to end poorly.

In our own country's history, we have never truly impose annihilation on our foes. Even in our two biggest conflicts, th Civil War and World War II, we backed off from the fin slaughter of innocents and the sowing of salt in burned-ov soil. We have fought short wars (in 1898 against Spain, ou 1917–1918 portion of World War I, the 1990–1991 effort again



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President Truman, at his desk in the White House, signs the proclamation declaring a national emergency in December 1950 that marked the beginning of American involvement in the Korean War.

Iraq) and long ones (the 1775–1783 Revolutionary War, the Plains Indian campaigns, and the 1899–1902 Philippine-American War). We have won most, but not all. The majority of American conflicts have been wars of attrition.

Yet the siren song of annihilation calls to us. As Americans, we love technology: to "send a bullet, not a man," as in the phrase made popular during World War II. Newer, better, more destructive weapons enchant us. We love speed. Our sports, our entertainment and our lives are full of short, to-the-point episodes. Television shows solve heinous crimes in 60 minutes. Movies wrap up world invasions in two hours. We can tweet a philosophy in 140 characters. What's the bottom line, we ask. We want it so rapidly that in the Army, we ask for it up front.

As soldiers, fast and violent campaigns also appeal to us. We reduce our exposure to the enemy and play to our national strengths: air power, sea power and firepower. Our capabilities to wage decisive combat outstrip those of every other country on Earth. That certainly includes China, the threat du jour. The Chinese know the deal. Always taking the long view, Chinese elders remember only too well the bloody flaying they suffered at the hands of American soldiers in Korea in 1950–1953. If you want to inflict some annihilation on a hostile power and change a regime, the U.S. armed forces will do it. Our recent track record includes a lot of wrecked foes, great and small: Grenada, Panama, Iraq, Haiti, Serbia, the Afghan Taliban, Baathist Iraq and Libya. Even fighting with one hand tied behind our back, as in Serbia or Libya, we usually deliver.

Most of our enemies know this. You can get an occasional braggart like Saddam Hussein to stand and fight. He obliged us twice, a real indication of his strategic bankruptcy. Still, Saddam was especially ignorant, and you can't count on that. Most of our opponents think harder and avoid the killing annihilation blow. They ride it out, like the Taliban did in Afghanistan and the Baathist remnants did in Iraq. Then slowly, surely, they inch back. They bore into listless, disaffected populations. They gin up compelling propaganda of words and deeds. The really shrewd ones borrow pages from that successful guerrilla playbook perfected by our Vietnamese adversaries in 1965–1975. America's enemies have no prayer in an annihilation gunfight, so they take their chances in a long, slow, ugly knife fight of attrition.

We tried the annihilation method in the opening rounds in both Afghanistan and Iraq. It worked brilliantly. Our befuddled foes barely saw the bombs, tanks and boots that ran over them. It's no accident that the instant official histories have a lot to say about the first part—the blitzkrieg—and not so much about the long, grimy campaigns of exhaustion that ensued. Counterinsurgencies are, by definition, wars of attrition. As a country—and an Army—we don't like them, but here we are.

We're seeing the aftermath of the drill in Iraq. It's not pretty. We stayed there for about eight and a half years, and we still have a commitment in terms of training and support. There are many threats in and around Mesopotamia. Will Iraq make it? We don't know, but with our current flavor of continuing U.S. help, it might. We won't really be certain for years.

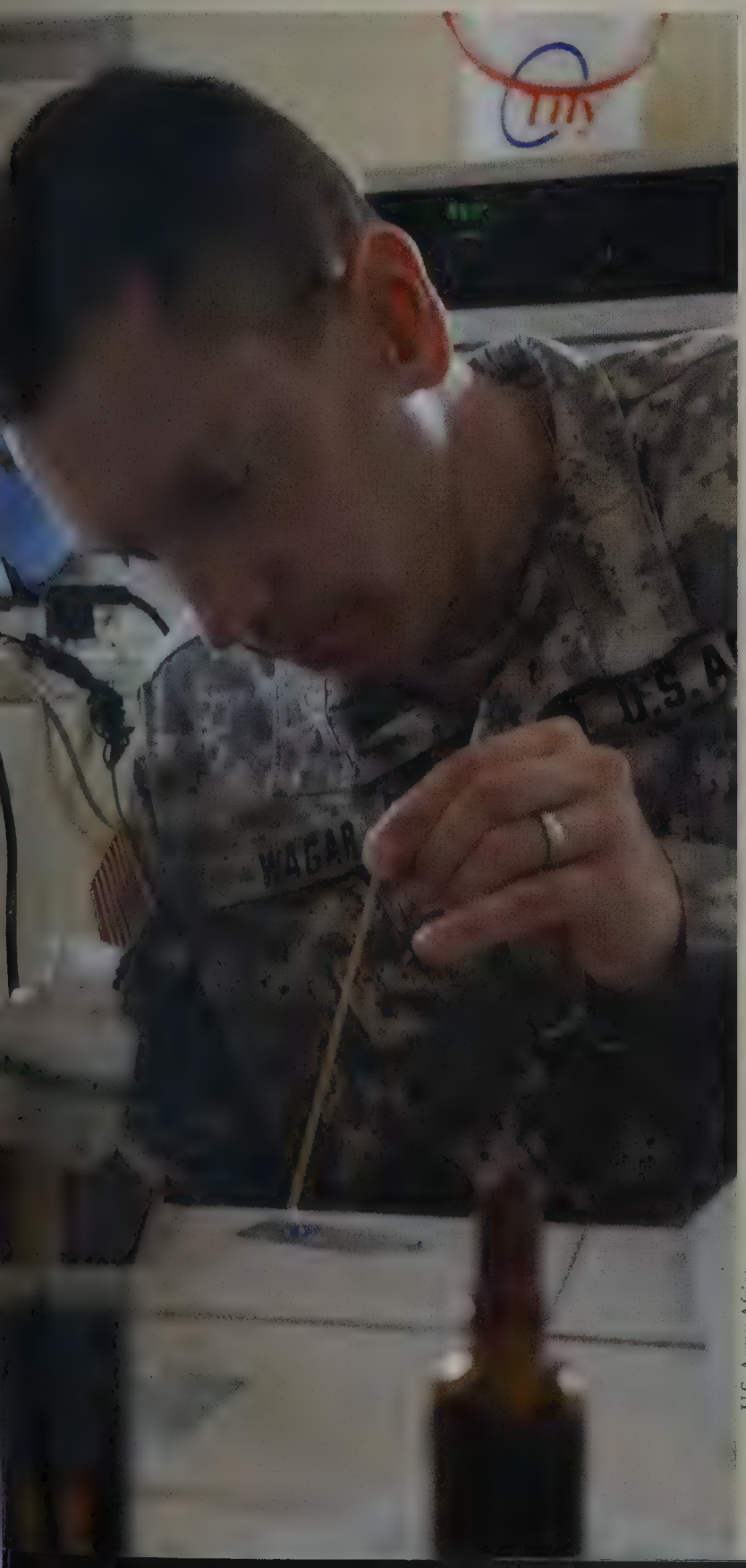
As for Afghanistan, we're still in the fight. The Afghans are more and more in the lead. They continue, though, to count on the United States and our coalition teammates. The enemy is hoping and praying that we cut and run. Our Afghan partners want us to stay. Unlike Iraq, however, the Afghans won't make it with just a small advisory training team. The neighborhood is too rough and Afghanistan is too poor—no oil money and not much literacy. The events of the next year or so will tell the tale. We won't know if we won, but if we quit and go home, we'll know we lost.

Wars of attrition are sad, dirty, unloved things. My father didn't want to be in one. Most Americans don't, yet sometimes they must be fought. As bad as 9/11 was—and it was horrific indeed—unleashing Ragnarok on a largely neutral and often friendly Islamic world was not the right answer. Our country chose the longer, harder path. In their day, a bronze-helmeted Roman legionary or a red-coated British Regular, Quintus Marius and Tommy Atkins would understand fully. So would T.R. Fehrenbach. Sometimes, you have to hold the far frontier.

Thus, we're back to the question I asked my dad: Who won the Korean War? We did. It just took 60 years to be sure. ★

Medical Advances

By Scott R. Gourley



U.S. Army Africa

In recent testimony before the House Armed Services Committee's military personnel subcommittee, the Surgeon General of the U.S. Army, LTG Patricia D. Horoho, noted: "More than a decade of war has led to tremendous advances in knowledge and care of combat-related wounds, both physical and mental." She credited U.S. Army Medical Research and Materiel Command (MRMC) for "leading Army Medicine in scientific research [with] ongoing [efforts] focused on establishing more effective methods for diagnosis, treatment and long-term management of the health-related consequences of war, including TBI [traumatic brain injury], behavioral health care, PTSD [post-traumatic stress disorder], burn and other disfiguring injuries, chronic pain, and limb loss."

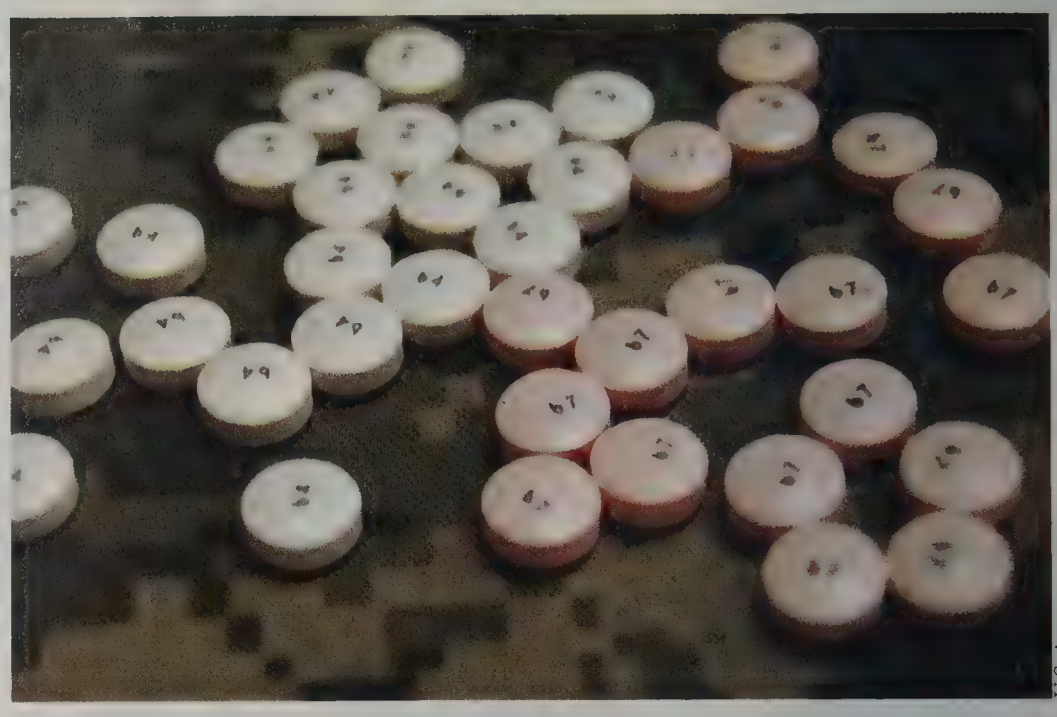
One of several MRMC subordinate organizations that is contributing to this process of protecting and preserving the lives of warfighters is the U.S. Army's Medical Materiel Development Activity (USAMMDA), headquartered at Fort Detrick, Md. Among its primary roles, USAMMDA guides promising products and technologies developed at MRMC laboratories through advanced development and regulatory processes. Upon certification by the Food and Drug Administration (FDA), USAMMDA works with the U.S. Army Medical Materiel Agency to develop plans for fielding the new medical materiel.

"USAMMDA is made up of a team of dedicated professionals—military, government civilians and contractors—whose No. 1 priority is to develop and deliver medical solutions to protect, treat and sustain the health of our servicemembers," said COL Stephen J. Dalal, USAMMDA commander. "We are focused on the development of pharmaceutical drugs, vaccines and medical devices that are safe, effective and FDA approved. Areas of focus include TBI and PTSD; antiparasitic therapies against malaria, dengue and leishmaniasis; combat casualty care products such as blood products, hemorrhage control and resuscitation products; and anti-infectives such as the hanta virus vaccine and meningococcal vaccine. Our organization has recently developed a new project management office charged with the advanced development of treatments for neurotrauma and psychological health disorders. This team will be conducting clinical trials to establish the efficacy of treatments for signature injuries from our recent conflicts, such as TBI and PTSD. The team has initiated collaboration with the Department of Veterans Affairs in order to conduct their initial trials. Through this office, our organization will be a key partner in the MRMC's efforts to improve behavioral health outcomes for warfighters and their family members. As the needs of the warfighter evolve, rest assured that USAMMDA is poised and ready to meet the challenges of developing medical solutions to meet those needs."

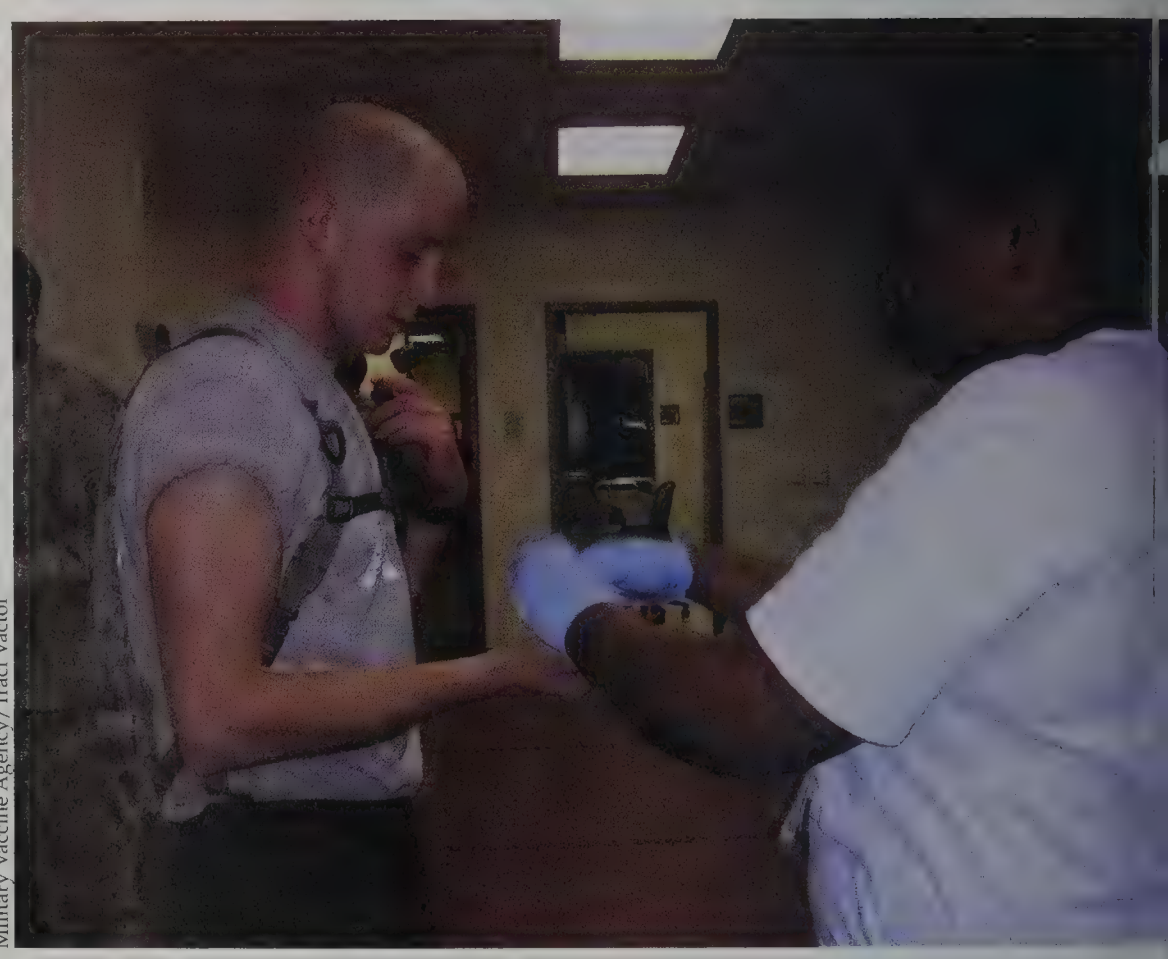
Other subordinate USAMMDA project management offices include medical support systems, pharmaceutical systems, the Armed Forces Institute of Regenerative Medicir, and force health protection. Some of the recent representative programs undertaken by USAMMDA's medical support systems project management office address a ne ground ambulance kit, litter loading system and litter standardization.

The ground ambulance kit, formerly known as th MRAP casualty evacuation kit, is described as a ligh weight, low-cost kit that helps servicemembers quick and efficiently evacuate casualties from the battlefiel. More than 1,700 were fielded in support of Operation E during Freedom through the end of fiscal year (FY) 201. FY 2013 quantities are pending.

Program representatives also point to the advanced d velopment of a litter loading system for the retrofit of th MRAP MaxxPro Plus vehicle into an ambulance configur tion. They note that the current MaxxPro Dash ambulan

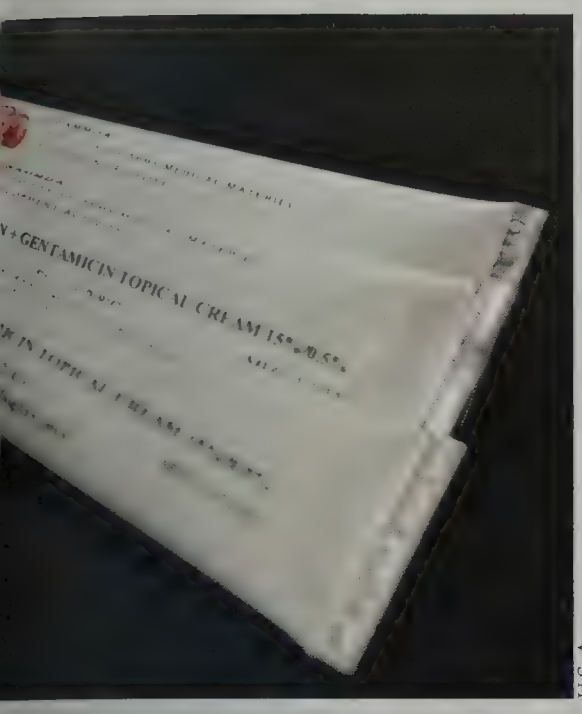


U.S. Army



Military Vaccine Agency/Traci Vactor

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.



U.S. Army

Clockwise from top left: The adenovirus vaccine protects against febrile respiratory illness caused by adenovirus types 4 and 7, and the tablet is administered to every basic trainee; another medical advance developed by U.S. Army Medical Research and Materiel Command (MRMC) is topical paromomycin, a treatment for cutaneous leishmaniasis, a parasitic disease caused by the bite of a sand fly; the salve is applied directly to the skin ulcers; a recruit at Fort Benning, Ga., receives the adenovirus vaccine in October 2011, when it was reinstated after being discontinued in 1999.



U.S. Army

it is too small, with the litters holding only wounded soliers up to 5 feet 11 inches tall and limited space for equipnent and medics. In response to this challenge, prototypes sing the MaxxPro Dash litter loading system are being deeloped for two MaxxPro Plus vehicles—one by Navistar nd one by the government. In addition to greater space, ne design will shorten time requirements for casualty loadng in hostile settings. Testing and evaluation of the prototypes should be complete by the fourth quarter of FY 2014.

Other efforts include advanced development of a standardized NATO 7309 litter. The standardized design addresses the current situation of several litter types and izes, with not all evacuation vehicles able to accommodate tters. The NATO 7309 litter will work on MRAP vehicles s well as rotary- and fixed-wing aircraft to benefit all services. User testing is under way.

Other representative project office efforts range from development of a new medic bag to an insecticide-impregnated bed net to protect against biting flies.

The pharmaceutical systems project management office manages DoD resources applied to the advanced development of pharmaceutical products—drugs, vaccines, biologicals, diagnostics, hemorrhage control and resuscitation products—for use by the U.S. military to prevent, diagnose, or treat infectious diseases and combat casualties.

Some of the representative efforts undertaken by this office include continuing work to combat the infectious disease threat of cutaneous leishmaniasis (CL), which is also known by a range of common terms like "Baghdad boil," administering the adenovirus vaccine and enhancing red blood cell extended life capabilities.

According to COL Dalal, CL is a parasitic disease transmitted by sand flies that is endemic in nearly 100 countries, including those in the Middle East and North Africa, Central and South America, and some regions of Europe and the United States. CL is diagnosed in millions of people every year worldwide and has been diagnosed in more than 3,000 U.S. servicemembers since 2003. The disease causes ulcers in the skin that can lead to disfiguring scars, social stigma and lifelong psychological impacts. There is currently no FDA-approved diagnostic test or treatment for CL in the United States. The treatments that are available often are toxic, require administration in a hospital setting, and are quite expensive. The cost for a servicemember's hospitalization, treatment and 60–90 days of lost duty time is about $35,000. To diagnose CL in a deployed servicemember, samples have to be shipped to a laboratory in the United States, and it can take weeks to get a definitive result.

Two of USAMMDA's efforts to combat CL—a rapid diagnostic detection device and a topical paromomycin treatment drug—are currently in final clinical trials throughout the world to support FDA approval. The CL Detect Rapid Test is being developed in conjunction with InBios International, Inc., and will allow medical providers to determine within minutes whether a servicemember in a deployed setting has CL. The test provides a handheld, disposable, point-of-care way to rapidly detect the presence of leish-



U.S. Army

Insecticide-treated mosquito nets—or bed nets—are an effective and low-cost way to prevent malaria. An Army bed net sets up easily, is lightweight and includes room for a standard military cot. Bed nets are twice as effective as untreated nets and can cut severe disease by about 50 percent.

mania parasites found in samples of lesions from patients displaying symptoms of CL. Topical paromomycin is an antileishmanial cream made from two aminoglycoside antibiotics, paromomycin (15%) and gentamicin (0.5%), formulated in an aquaphilic base.

USAMMDA also manages the acquisition and distribution of the adenovirus vaccine, which has been administered to the enlisted recruits of all the military services during basic training since October 2011. Administered orally in the form of tablets, the vaccine prevents febrile respiratory illness (FRI) caused by adenovirus types 4 and 7, which caused about 15,000 cases of FRI each year between 1999 and 2010.

Project office representatives also refer to a USAMMDA partnership with Hemerus Medical LLC (recently acquired by Haemonetics Corp.) that received FDA approval of the new drug application for its SOLX System in April. The SOLX System is a whole blood collection system that produces leukoreduced red blood cells and plasma. FDA approval allows for six weeks' red blood cell storage. Other trials show it can store red blood cells for at least two weeks longer. This could potentially save DoD millions of dollars per year in transportation costs and decreased product loss due to outdating during military deployments.

USAMMDA's Armed Forces Institute of Regenerative Medicine (AFIRM) oversees a broad spectrum of government-academia-industry partnerships to develop novel strategies for healing servicemembers with severe combat wounds. Two representative sectors of the portfolio include skin products for treating severe burns as well as hand and face transplants.

One skin product now in pivotal trial in the United States is the ReCell device. Approved in Au tralia and the European Union, it us a skin biopsy the size of a posta stamp to treat areas of burns rough 300 times larger. Another effort th USAMMDA credits with positive pr liminary trial results is Stratagraft ti sue, a skin substitute that uses all geneic tissue, which does not con from the patient, for treating burns.

AFIRM also oversees all hand ar face transplant programs current funded by DoD. To date, four fa transplants and 10 hand transplan have been performed using fun managed by this office.

AFIRM representatives note th recipients have done well, recoverir motion and sensation as expecte Rejection episodes have been limite and quickly controlled. Recipien consider the transplants to have in proved the quality of their lives.

USAMMDA's force health prote tion (FHP) division portfolio consists of medical counte measures to prevent or mitigate the effects of botulisr malaria, smallpox, leishmaniasis, multidrug-resistant bact ria and several hemorrhagic fevers. Recent representativ FHP activities have involved arbekacin, ribavirin, ST-2 and rBV. In June, FHP received protocol approval to pr vide investigational arbekacin, an aminoglycoside fro Japan, to treat infections caused by multidrug-resistant ba teria when other antibiotics cannot be used due to unava ability, intolerance, contraindications (when using the could harm the patient) or a lack of response to treatmer Ribavirin is an antiviral used under an investigational ne drug protocol to treat viral hemorrhagic fevers such as h morrhagic fever with renal syndrome or Crimean-Cong hemorrhagic fever. ST-246 tecovirimat is an oral antivir product currently under development by SIGA Technol gies, Inc., for the treatment of smallpox. Recombinant bot linum A/B vaccine (rBV A/B) is intended to prote warfighters against exposure to botulinum toxin types and B. The rBV A/B vaccine is being developed by Dy Port Vaccine, a CSC Company.

While praising the broad spectrum of accomplishmen and achievements across USAMMDA, COL Dalal acknow edged a special sense of organizational pride in progran like the development of new therapies against parasit threats—like CL and malaria—and the development of new whole blood pathogen reduction device (WBPRD).

The World Health Organization estimated that 219 mi lion cases of malaria in 2010 caused roughly 600,000 death COL Dalal said.

"Within the United States, there are an average of 1,5(cases per year, of which approximately 150 will be seve and life threatening," he said. "In 2007, the FDA and CD





Left, soldiers evacuate a casualty using the ground ambulance kit. It is a lightweight, low-cost kit that includes spine boards, a spine board restraint system and litter straps. Below, helicopter medical evacuation is central to battlefield care. MRMC is responsible for the addition of several components that will increase the capability of the helicopter, such as one that transforms high pressure air generated by the engine into medical-grade oxygen.

enters for Disease Control and Prevention] approved a atment IND [investigational new drug] with a primary rpose of making USAMMDA-provided intravenous esunate available for treatment of severe malaria in U.S. spitals for cases when the only other intravenous treatent option was contraindicated or unavailable. As of Jary 2012, 154 people—including three servicemembers—d received this lifesaving product under the program. In dition, USAMMDA has an agreement with the Canadian alaria Network to supply clinical intravenous artesunate the treatment of severe or complicated malaria in Canada. rough February 2012, 143 doses were administered to 42 tients through that protocol.

"With our industry partner, Terumo BCT, we recently be- a clinical trial to validate the safety and efficacy of the WBPRD," he added. "After FDA approval, the WBPRD will be used in the combat theater to treat whole blood collected for emergency transfusions to wounded military personnel."

Noting that "advances in protective equipment have resulted in higher survival rates among wounded servicemembers," but that they had "also resulted in soldiers surviving devastating injuries that are very difficult to treat," COL Dalal said the efforts of USAMMDA's AFIRM program office also provide a special sense of pride across the organization.

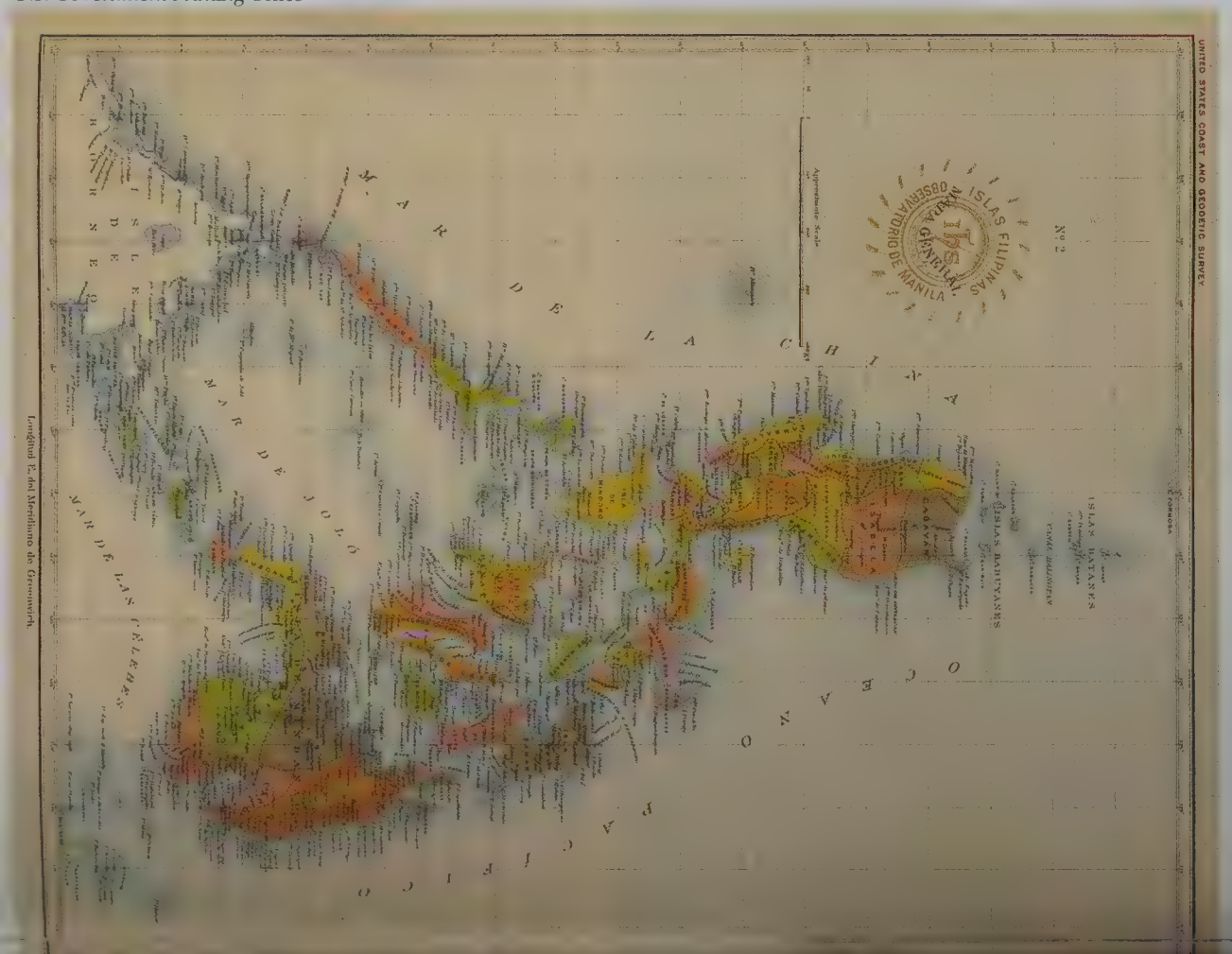
"AFIRM started out as a five-year program with the goal of having one clinical trial for one treatment at the end of the five years," he said. "Instead, it has produced more than 20 clinical trials and more than a dozen products in advanced development. This was possible because DoD invested in high-risk regenerative technologies, which allowed it to leverage private sector investments that would not have happened without assuming that risk early on. This is clearly a beneficial unanticipated outcome and one than can be repeated with future efforts."

When asked how he sees the organization evolving over the next five years, COL Dalal said, "Many of our current focus areas will remain a priority over the next five years, such as antiparasitic, combat casualty care, restorative and regenerative medicine, TBI and PTSD. The field of regenerative medicine has grown dramatically in the last few years and has seen amazing advances. Having positioned itself as a leader in this space, USAMMDA will have the opportunity to shape research and clinical priorities for regenerative medicine in a way that will benefit warfighters for years to come." ★

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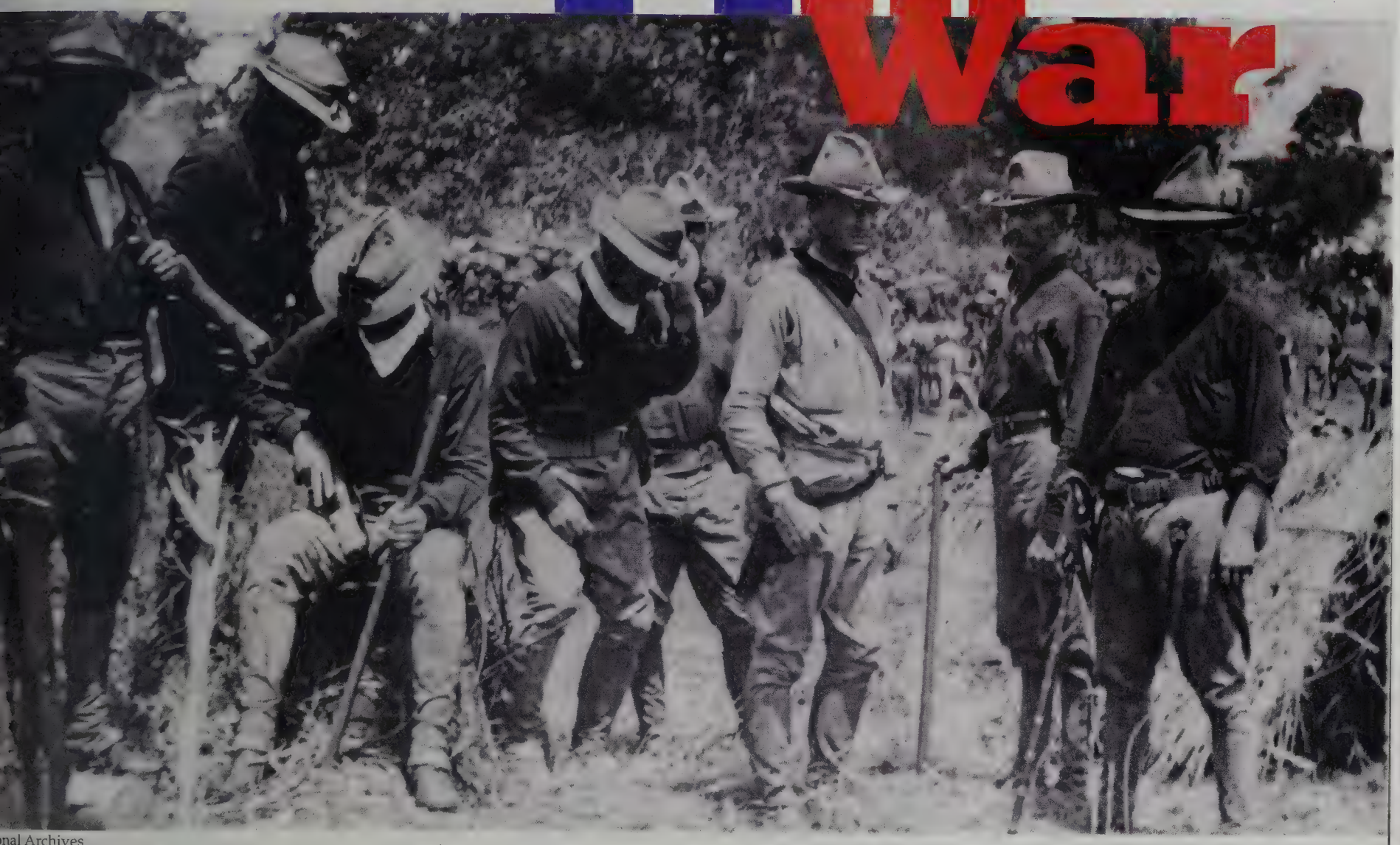
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The Philippine War



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By LTC Thomas D. Morgan
U.S. Army retired

ve, U.S. troops rest in a trailside camp he Philippine Island of Mindanao. posite, clockwise from top left: U.S. s pound the Spanish fleet in the 1898 le of Manila Bay; President William Kinley called for the "benevolent assim- on" of the Philippines; place names ear in Spanish on an 1899 political of the islands; the capture of Emilio inaldo led to the fall of the First Philip- Republic. Aguinaldo designed the onal flag (center).

During the Spanish-American War, the Philippines fell to then-Commodore George Dewey in the quick and decisive Battle of Manila Bay in May 1898. Spain ceded the Philippines to the United States for $20 million at the Treaty of Paris later that year. Filipino independence leaders had been at war for independence from Spain before Dewey's arrival. The chief revolutionary leader was Emilio Aguinaldo, who was in exile in Hong Kong. Dewey brought him back to the Philippines, and Aguinaldo set up a local government centered south of Manila Bay at Cavite. Aguinaldo's revolution was political, not social, and his role was symbolic, not military. He did not announce a military strategy until later. In addition, the U.S. government brought in troops to occupy parts of the Philippines and start what President William McKinley called benevolent assimilation of the Philippines.



U.S. forces use trenches to battle Filipino insurgents. Relations deteriorated as it grew clear that the United States would keep the Philippines rather than grant the islands independence.

National Archives

The Spanish-American War was initially fought by Civil War generals who were pushing the mandatory retirement age of 64, by the small Regular Army that had just finished "winning the West," and by volunteer and state militia units. The units had regimental designations and were brigaded together under brigadier generals. Once in the Philippines, three regiments of troops were grouped under divisional organizations for administration, logistics and decentralized control. The U.S. regiments were much like today's modular brigades —they had limited artillery, signal, intelligence and logistical support.

Training for a Philippine deployment was simple: The troops were collected at assembly locations and were issued tropical-style uniforms (khaki trousers, wool/flannel shirts, wrap-around leggings or cavalry boots as appropriate) and new Krag-Jørgensen rifles with smokeless cartridges to replace the old Civil War Springfields. After a quick trip to a firing range to zero their rifles, they boarded transports for the 30-plus-day voyage to the Philippines.

The officers were a storied lot. Many—such as Generals Wesley Merritt, Elwell S. Otis, Arthur MacArthur (Douglas' father), Samuel B.M. Young and Adna R. Chaffee—had been "boy" colonels and generals during the Civil War and company grade officers for as long as 20 years after that, fighting Indians in the West before achieving high rank again in the Spanish-American War.

MG Merritt's VIII Corps, composed of 11,000 men, arrived in Manila after Commodore Dewey's victory in Manila Bay; and in December 1898, President McKinley finally revealed his plan to annex the Philippine Islands under benevolent assimilation. When Merritt went back to the States to retire, President McKinley appointed his deputy corps commander, MG Otis, to be his military commander in the Philippines. Otis was a highly competent Civil War veteran and a Harvard-educated lawyer. He cleaned up filthy, disease-ridden Manila and established good government to replace the Spanish corruption, but that did not resolve the Philippine independence issue. Aguinaldo put together a Philippine government and created an Army of Liberation for the archipelago.

Relations between Filipino and U.S. forces became tense. On February 4, 1899, a disturbance outside Manila resulted in a battle between Aguinaldo's troops and U.S. force Aguinaldo's forces were defeated, and U.S. soldiers marche into the interior of Luzon, splitting the Philippine army in northern and southern factions. On the Luzon plains, mar of Aguinaldo's soldiers were killed, and he lost most of th modern weapons and ammunition that he had capture from the Spanish.

After this, U.S. forces developed a strategy that had thre parts:

- Benevolent assimilation was continued in order t show the Filipinos that Americans were there to help ther With the Treaty of Paris in December 1898, the war wit Spain was over and Aguinaldo announced in Februar 1899 that the conflict had become a war for independenc The United States called it an insurrection, however, fo two reasons: First, the Philippines was now a U.S. territor second, most of the U.S. forces now in the country were N tional Guard and militia, which the Constitution allows deploy only to deal with insurrections.
- The United States imposed a naval blockade that pr vented Aguinaldo from shifting his troops from island to i land and from receiving supplies.
- U.S. forces moved north along the main railroad in th country between Manila and Lingayen Gulf on the main i land of Luzon to force Aguinaldo to fight a decisive battle.

U.S. forces chased Aguinaldo but had trouble catchin up with his lightly clad, bolo-armed soldiers. The America troops faced challenges such as disease and fatigue. So diers could not carry heavy loads without collapsing, an even their rifles were a burden. Soon, almost half the troop were out of action. Finally, in the fall of 1899, after regroup ing and resting, the U.S. forces continued pursuin

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***LTC Thomas D. Morgan**, USA Ret., is a West Point graduate, former field artilleryman, Vietnam War veteran and military historian. His articles have been published in ARMY and other professional military periodicals.*



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An 1899 lithograph illustrates the harsh measures that were taken against Aguinaldo and his guerrillas.

Aguinaldo to Luzon, where he dispersed his army and became a fugitive in the mountains of that island. U.S. forces had also swept the insurrectionists all the way into southern Luzon and the Visayan Islands and had established almost 500 garrisons throughout the Philippines.

Aguinaldo then announced that guerrilla warfare would be his strategy. As it is today, waging conventional warfare is much easier than suppressing guerrilla warfare. In March 1900, MG Otis created four departments/military regions in the Philippines: Northern Luzon, Southern Luzon, the Visayan Islands, and Mindanao and Jolo. Each military region was commanded by a general officer, and most of the stateside Regular Army and militia regiments were sent to the Philippines on an annual rotational basis. As many as 70,000 U.S. troops were in the Philippines during the war years (1899–1902), but the average was about 40,000. Of those, about half were unavailable for combat because of illness, travel and detached duty.

Because there was no decisive outcome following months of initial battlefield victories, a policy of chastisement was developed using General Order (GO) 100, originally published in 1863 for the Civil War as "Instructions for the Government of Armies of the United States in the Field." GO 100 forbade looting, torture, needless destruction and disproportionate reprisals against the population. Known as the Lieber Code for its author, the German-American jurist and political philosopher Francis Lieber, it recognized that harsh measures would be necessary to counter guerrilla threats and acts of terrorism. GO 100 ga commanders the option to punish civilian supporters of gu rilla forces. Guerrillas would be granted protection as leg mate combatants only if they wore uniforms and were part an organized, larger traditional army; those who did not w to be treated as criminals rather than soldiers.

How GO 100 was interpreted and implemented was many ways both commendable and reprehensible. Conce tration camps were established, and aggressive policies food and property destruction were used. When MG Adna Chaffee succeeded MG Arthur MacArthur Jr. as military co mander in the Philippines, he believed that the Army h been too lenient, and he prescribed harsh measures for Bata gas Province in southern Luzon and the island of Samar.

What gave the U.S. forces their edge was not their nu bers but their effectiveness. The Filipinos could not sta up to the U.S. artillery, machine guns or heavily armor gunboats. The open-order tactics developed in the Army 1891 proved effective in rice paddies and jungles, anc highly effective amphibious capability was crucial to pa fying the coastal regions. U.S. forces fought the war w state volunteers, the Regular Army and U.S. voluntee who were especially good infantry soldiers.

The Philippine War became a difficult and controversi war by 1899; today we would call it a Phase IV milita campaign. The counterinsurgency program in the Phili pines is interesting when juxtaposed with the recent U. surges in Iraq and Afghanistan. Military personnel fr the top down had both political and military duties. T United States turned increasingly to using Filipinos fight the insurrection. The Macabebe Scouts were used BG Frederick N. Funston in March 1901 to finally capt Aguinaldo. A group of U.S. soldiers pretended to be ca tives of the scouts, who were dressed in Philippine arr uniforms. Once Funston and his "captors" enter Aguinaldo's camp, they immediately fell upon Aguinal and his guards and quickly overwhelmed them. In Apr Aguinaldo swore allegiance to the United States.

The capture of Aguinaldo resulted in the decline an eventual fall of the First Philippine Republic. Gen. Migu Malvar took over leadership of the Philippine Republic an continued the war in the Batangas region of South Luzo BG James F. Bell adopted severe tactics against the remai ing guerrillas, forcing civilians to live in concentrati camps, using "water cure" interrogation techniques, an implementing a scorched earth policy of destruction f homes and crops that took a heavy toll on the Filipino rev lutionaries. Finally, Malvar surrendered on April 13, 19 The Philippine War ended in July, when President Theodo Roosevelt declared the "insurrection" over. The milita government was terminated, and President Roosevelt, wh had succeeded to the Presidency upon the assassination f McKinley, proclaimed a full and complete pardon an amnesty for all people in the Philippines who had parti pated in the conflict. Although the war was officially ov some quasi-religious groups called *pulajanes* still fough against U.S. forces in Samar and other parts of Moroland.



Photographed just as they lay down their weapons, a group of Filipino insurgents prepares to surrender. The Philippine War finally ended in July 1902.

The island of Samar, located to the east of Leyte by a nar- v channel of water in the Visayan Islands, was the last place here insurrectionists put up major resistance during the ilippine War. The insurrectionist leader there was Gen. Vi- ate Lukban, one of the original island *presidentes* appointed Emilio Aguinaldo when he declared the First Philippine public in 1899. Lukban was resourceful and effective.

The military governor of the Philippines at that time, MG affee, sent BG Jacob H. Smith to pacify the island. Smith s another Civil War veteran who had been somewhat of hero, but he was unethical and had used government nds to invest for his own business purposes. Court-mar- led in 1885 for "conduct unbecoming an officer and a gen- man," he was censured, but he was allowed to remain in Army. Throughout his career, however, he had been care- s with government funds and had been in trouble many es. Due to some quirk of fate in the War Department, he d been promoted to brigadier general to speed his retire- nt, but instead he was sent to the Philippines to command rigade in the Visayan Islands.

When one of his units was attacked by insurgents in its rrison at Balangiga, Samar, nearly 50 officers and men re killed, partly because of their own carelessness. BG ith decreed that all Filipino males over the age of 10 re to be killed and that the island was to become a owling wilderness." Eventually court-martialed for that d other misdeeds, even though a copy of his infamous der was never found, he was finally retired.

During this period, Samar also became notorious for ac- ns taken by U.S. marines to avenge the Balangiga mas- re. A marine major, Littleton W.T. Waller, led an ill-ad- ed march across the island, and his men executed 11 ipino porters on his expedition for supposed treachery. was also court-martialed but basically was acquitted be- use of a jurisdictional matter between the Army and the arine Corps.

Finally, on February 18, 1902, a patrol of Filipino scouts otured Lukban. The last of Samar's guerrillas surrendered on April 27, and military rule on the island ended. The longest and most brutal pacification campaign of the Philippine War had ended. Samar cast a pall over the Army's achievements and for generations was seen by the public as typifying the Philippine War.

* * *

The Philippine War can lay claim to being one of the most successful counterinsurgency campaigns in American history. The counterinsurgency efforts involved the "carrot and stick" approach. The Army was the "stick," and the U.S.-inspired civil government was the "carrot" once a province was pacified, but sometimes, fear proved to be a greater motivator than kindness.

The impact of the Philippine War looms large in U.S. history, but it is sometimes called the unknown or forgotten war because it has been overshadowed by the "splendid little" Spanish-American War and World War I. The United States emerged as a global power, and by 1918 it held the balance that would win World War I. It also led to the United States being pulled into other military interventions over the years and being committed to a global presence with its military force as the "stick." ★



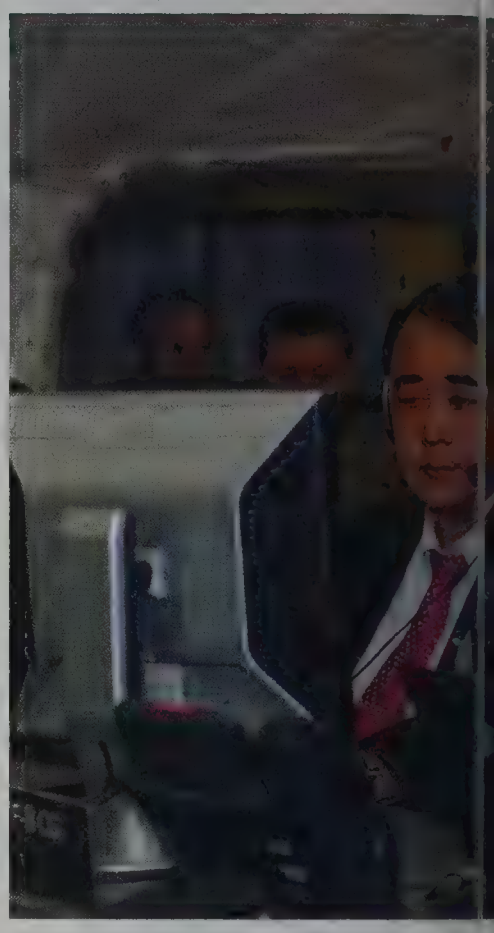
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MG Adna R. Chaffee became military governor and commander of U.S. forces in the Philippines in 1901.

Eighth Army Addresses Korea's



Photographs: U.S. Army/CPL Choi Joon

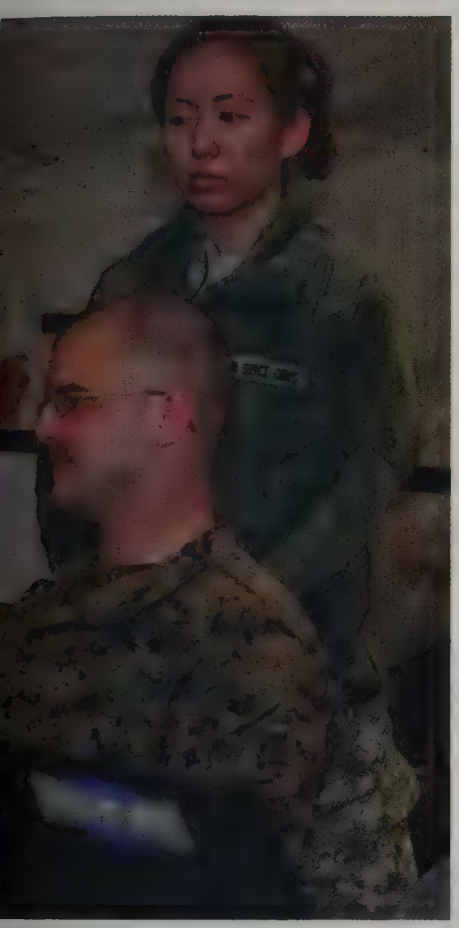


By MAJ Christopher Cline
and
MAJ Matthew Yiengst

Eighth Army, forward deployed on the Korean peninsula, has long maintained a presence as America's boots on the ground in Asia. Tracing its origins in the region to World War II, the U.S. Army's preeminent operational command in Korea has undergone several transformations since the 1953 Korean War armistice. One significant transformation is its new designation as an operational field Army and a refined mission to form a warfighting combined and joint task force (CJTF) for conducting unified land operations in a



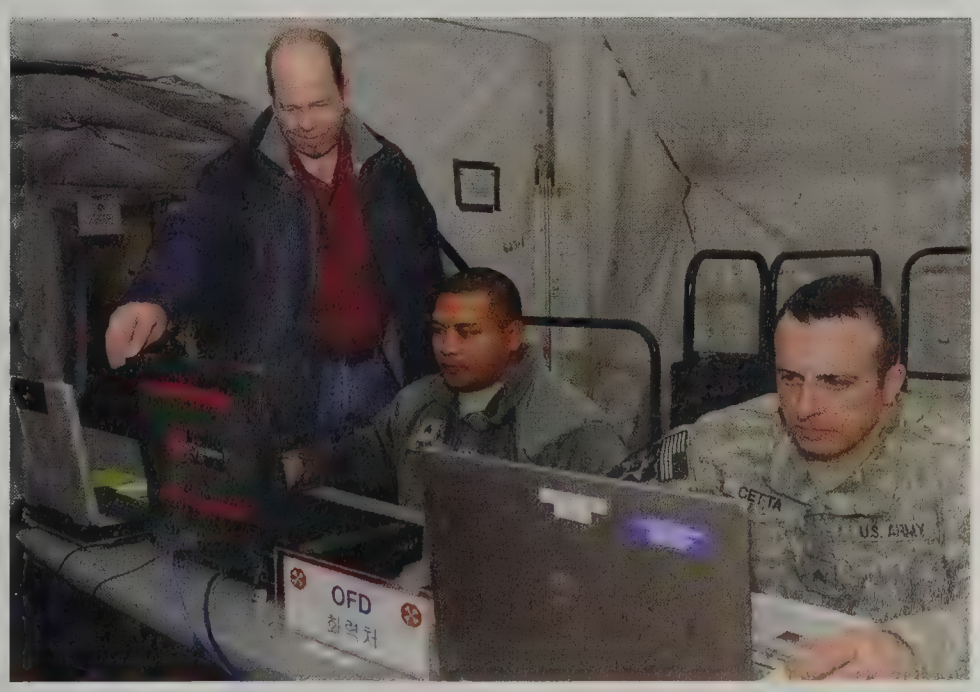
ission Command Challenges





emical, biological and nuclear environ-
ent while simultaneously confronting
erging threats. Recently, during the
y Resolve 2013 exercise, Eighth Army
ccessfully deployed its operational
mmand post (OCP) as part of a com-
ehensive program that advances ongo-
g efforts designed to transition military
mmand in defense of the Republic of
rea (ROK) from the United States to
e ROK by 2015. The capabilities inher-
t in the OCP enhance Eighth Army's
w mission focus to address the emerg-
g asymmetric realities of operating on
e Korean peninsula.

Clockwise from far left: Gen. Jung Seung-Jo (second from left), chairman of the Republic of Korea (ROK) Joint Chiefs of Staff, discusses crisis management options with LTG John D. Johnson (second from right), then-Eighth Army/Combined Joint Task Force-8 (CJTF-8) commander, during exercise Key Resolve 2013; a Korean Service Corps member (standing) translates for visitors to the joint operations center; LTG Johnson (center) with incoming commander then-MG Bernard S. Champoux (left) present Gen. Paik Sun-Yup with a commemorative plaque at the operational command post; a team uses the Advanced Field Artillery Tactical Data System during Key Resolve to coordinate land and air indirect fire systems.





LTG Johnson briefs South Korean and American community leaders at the operational command post bridge. The bridge can synchronize readiness initiatives with interagency organizations around the world as well as Korean command posts.

Change in Mission Focus

Eighth Army's new mission originated in 2010, when a strategic assessment of the regional realities of the Korean Theater of Operations illustrated that Eighth Army had to address growing asymmetric threats on the peninsula. While the first 60 years since the signing of the armistice focused on North Korea's imposing conventional capabilities, these emergent threats stem from the likelihood that forces serving in Korea will encounter a chemical, biological and nuclear environment resulting from North Korea's weapons of mass destruction (WMD) programs. The long-term and expensive commitment of resources required to conduct combating weapons of mass destruction (CWMD) operations demands that Eighth Army identify, develop and retain the necessary capabilities to counter this evolving and complex threat.

In early 2012, Secretary of the Army John M. McHugh issued a general order officially making the transition of Eighth Army from its previous role as an Army service component command (ASCC) under U.S. Forces Korea (USFK) to an operational field Army subordinate to U.S. Army Pacific (USARPAC). USARPAC has the ASCC role in Korea, firmly solidifying Eighth Army's new mission of deploying and performing scalable, mobile Mission Command of simultaneous operations.

Certain contingencies pose complex and unique threats to friendly forces operating in the Korean T- ater. It is an environment where landpov r is the decisive factor. Eighth Army forc , along with ROK Army counterparts, will - counter a complex battlefield consisting f difficult terrain, poor infrastructure, WM the potential for widely dispersed indust l contamination, conventional and unconv - tional enemy warfare tactics, potential r significant humanitarian crisis, and possi e third party involvement. The multifacet d mission areas of CWMD alone challenge a y unit operating in a Korean contingency.

Evolution of OCP

Mission success for Eighth Army requi s innovative thinking and a thorough appre - ation for the complexities associated w h operations on the Korean peninsula. Eigh Army's OCP provides the Eighth Ar y commander with distinct options should e ROK-U.S. alliance have to take the approp - ate steps to defeat North Korean aggression. An OCP allo s the Eighth Army commander and staff to coordinate coml t power, resources, and overall Mission Command among s major subordinate commands in the ambiguous, comp x battleground environment found in the Korean Theat . Over the past few years, Eighth Army has developed a d significantly improved upon its OCP model.

The nature of the Korean environment requires an O P with an ability to quickly adapt to changing scenarios and e - vironmental conditions as forces advance. This OCP feature s required because of the numerous unknowns and the f t that advancing forces will need to tackle those unknow s where and when they appear. In other words, much of wh t Eighth Army forces encounter will be a movement-to-cont t scenario. Global reach-back capabilities, communication w h forces on the ground and access to various levels of inte - gence networks are essential. There is a need for a comma d post that is not only fully functional but also mobile.

Eighth Army first deployed its OCP in November 20 0 after its then-commanding general, LTG John D. Johnso , decided that an OCP was essential to conducting Eigh Army's new mission. At first, Eighth Army had to rely on s initial set of Deployable Rapid Assembly Shelter (DRAS) tents. DRASH tents are fully customizable and can be int - connected to increase or decrease the overall OCP footpr t based on the mission requirement.

Initial challenges did exist. Proving problematic duri g initial setup, particularly for a regionally tailored fie d Army headquarters, was the fact that self-power gene - tion was limited and there were no means to conduct c - tain classified communications. While this setup provid d a foundation on which Eighth Army could build, ma y improvements were needed to realize the full potential o a command post suitable for a field Army and CJTF hea - quarters. Over the course of four exercises, Eighth Arm y

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MAJ Christopher Cline *is an Army strategist currently serving in Eighth Army G-5 Plans and Strategy. He previously served as the Southwest regional commander in the Directorate of Admissions at West Point. He has a master's degree in international affairs from Texas A&M University.* ***MAJ Matthew Yiengst*** *is an Army strategist currently serving in Eighth Army G-5 Plans and Strategy. He previously served as a strategic planner in the Department of Army War Plans. He has an MPA from the Harvard Kennedy School.*

rned from its mistakes and short-
s while focusing on developing an
P that met the operational de-
nds of its CJTF mission. Key Re-
ve 2013 demonstrated the possibili-
of an OCP.

Future of Eighth Army's Command Post

peaking on the importance of train-
on the Korean peninsula, GEN
es D. Thurman, commander of Com-
ed Forces Command, stated, "Exer-
Key Resolve is an annual training
nt designed to ensure readiness to
end the Republic of Korea and sus-
the capabilities that strengthen the
K-U.S. alliance." During Key Re-
ve, Eighth Army trained for its pri-
ry mission as an operational-level
F headquarters to improve and as-
s its capabilities operating within
Korean Theater of Operations. Eighth Army once again
cessfully operated out of its command post. The biggest
ference this time, compared to previous exercises, was the
e and capabilities of the OCP.

The Eighth Army OCP is not only much larger than its
decessors, but it also has the capability for classified
mmunications. The OCP is completely interoperable, al-
ving for the quick addition of shelters from other units
d organizations such as 20th Support Command, 200th
litary Police Command and an Army space support team.
n terms of Mission Command and communications, the
P has the ability to receive multiple levels of classified
mmunications from the Nonclassified Internet Protocol
uter Network to the Joint Worldwide Intelligence Com-
nications System. Key Resolve 2013 saw the integration
ROK army personnel throughout the OCP, including
ir classified communications system, Korean Joint Com-
nd and Control System.

Eighth Army retains the flexibility to deploy an assault
mmand post (ACP) to address immediate threats and
duct Mission Command of forward forces.

ROK-U.S. Commitment

The integration of alliance personnel and systems makes
hth Army a combined joint task force. Whereas the first
rations of the OCP had only Korean Augmentation to the
S. Army soldiers, recent exercises have included fully in-
rated ROK officers, NCOs and soldiers. As one would
pect in a combined OCP, all signage, briefings and con-
nces are in both English and Korean. The real display of
ngth regarding the ROK-U.S. alliance, however, is the
K army's professionalism and technical expertise, which
ance Eighth Army's operational posture. It is an alliance
wcased by long-standing partnership, commitment and
during friendship.



The Eighth Army/CJTF-8 operational command post during Key Resolve at Daegu, South Korea, was made up of a fully customizable system of Deployable Rapid Assembly Shelter (DRASH) tents.

During Key Resolve 2013, U.S. forces worked side by side with the ROK 17th Infantry Division, the largest infantry division in the ROK army. As a CJTF, Eighth Army will rely heavily on the 17th to accomplish its challenging mission. It is the 17th Infantry Division that will expand the warfighting operations of the U.S. 2nd Infantry Division during a crisis on the peninsula. As LTG Johnson recently stated while praising the ROK division's capabilities, "The ROK and U.S. armies are extremely capable militaries when operating apart from each other. When we combine, there is no one that comes close to us."

After 60 years of working together, the U.S. and ROK armies have forged an unparalleled relationship at the tactical and strategic levels of war. With the OCP, the two allies now have a conduit to bridge the operational level as well. A testament to the strength of the ROK-U.S. alliance was the naming of the OCP in honor of Korean War hero Gen. Paik Sun-Yup on June 17 at the old Eighth Army headquarters. Gen. Paik served alongside Generals Walton H. Walker, Matthew B. Ridgway and James A. Van Fleet during the Korean War and shared his personal relations in his book, *From Pusan to Panmunjom*.

* * *

Eighth Army remains dedicated to improved readiness should an act of North Korean aggression require an alliance response. The OCP is essential to retain the flexibility and adaptability required by the Eighth Army commander to respond to an increasingly provocative North Korean threat. A fully functional OCP enhances Mission Command and ROK-U.S. interoperability necessary for successful alliance operations. As Eighth Army continues toward validating a fully operational CJTF, the OCP will continue to provide optimal conditions for the Eighth Army commander and staff to accomplish their assigned mission as America's boots on the ground in Asia. ★

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CompanyCommand

Building Combat-Ready Teams

To: Company Commanders
From: Company Commanders

Facing the Insider Threat in Afghanistan

In last month's installment of CompanyCommand, some our peers in eastern Afghanistan shared their experi-nces advising ANSF as part of an SFAB. Their healthy rap-ort with their ANSF counterparts was palpable, even as ey recognized the risks inherent in their advisory mission. eferring to the reduced combat power in an SFAB, a troop ommander noted, "When we have to rely on our Afghan artners for our own survival and success, our priorities ift to make sure that they are as good as we can possibly ake them."

Just a few days after last month's respondents emailed eir input for last month's column, an Afghan army officer tacked and killed three U.S. advisors—LTC Todd Clark, C Jaimie Leonard, and contractor Joseph Morabito—on a nt U.S.-Afghan FOB. It's always heartbreaking to lose a llow Soldier to enemy fire; it's even worse (if that's possi-e) to see brave Americans gunned down by someone earing the uniform of an ally. Our decisive operation re—advising the ANSF—requires trust, yet these green-n-blue insider attacks are like metastasizing cancers that reaten to destroy trust. The enemy isn't stupid—the Tal-an is made up of experienced terrorists who realize how olated attacks can create disproportionately large effects perceptions. We aren't fragile, though; we are experi-nced professionals who accept the risks of our calling and ways accomplish the mission.

This month, we share our experiences of leading Soldiers the aftermath of that insider attack. We've also invited se-or leaders to share their perspectives. We hope you don't ve to face this situation, but if you do, may you be pre-ared for the challenge.

CPT Glen Walton
SFAAT Operations Officer

On June 8, a lieutenant in the ANA brigade we mentor rned his M-16 on our team while we were on our way to t lunch with our Afghan counterparts. Our team lead, igade S-2 and a law enforcement professional were killed. ree others were seriously wounded. Our immediate tacti-l decisions were simple and we have been well trained: utralize the threat; secure the site; and triage, treat and acuate the casualties. For the first hour, we dealt with the ctical challenge placed in front of us. When the dustoff left e HLZ, though, the gravity of the situation set in and emo-tions took over—anger, frustration, heartache, confusion and disgust. As Soldiers, we expect a fight when we go look-ing for one, but we never imagine losing friends and leaders because they are gunned down on the way to lunch.

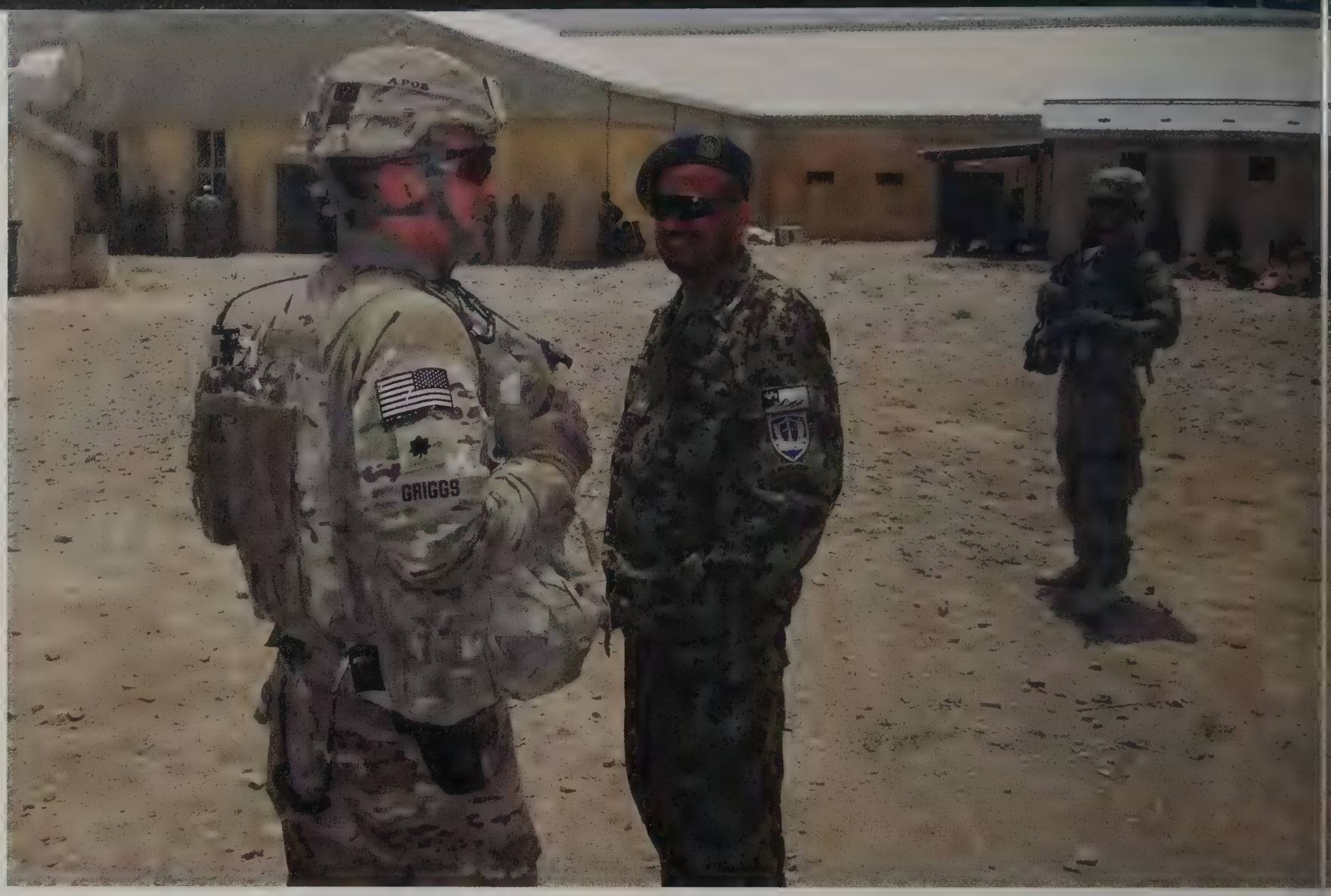
The two principal challenges we faced in the days and weeks following the attack were how to maintain an effec-tive advisory effort and, more importantly, how to hold a small team together after losing our senior leader and a beloved friend. In order to continue to advise effectively, we had to find ways to mitigate the risk of another green-on-blue incident. The first steps taken to deal with the security threat were the implementation of full-time "guardian an-gels" for any and all advisory operations—no fewer than two armed Soldiers, in kit, at all times when advisors leave the U.S. side of the FOB. Additionally, advisors now wear full PPE when traveling to meetings with Afghan counterparts.

One of the fundamental tenets of counterinsurgency is displaying trust toward counterparts in order to build rap-port. The need to wear full PPE has irrevocably damaged that image of trust (not that wearing PPE isn't warranted). Furthermore, the requirement to move in larger groups forces advisors to act far more deliberately. Gone is our flex-ibility to accompany a counterpart across his compound on a whim to coach him through the solution to a dynamic problem.

The increased security posture is an obstacle to effective interaction with the Afghans, but an even bigger obstacle is the human response we are all dealing with after losing a third of our team in such a brutal fashion. Some advisors are simply unable to continue to work so closely with host-nation counterparts, and there is absolutely nothing wrong with that. We are an Army built on professionalism: We must be able to recognize our own limits and those of our team-mates. In order to drive on and do our jobs, we have to be able to recognize how we are reacting, understand the nor-malcy of those emotions, and still interact in a professional manner with our counterparts.

We found that our Afghan counterparts were just as shaken as we were. We shed tears together and worked through the shock and grief side by side. I spent a full hour the night of the attack sitting next to the ANA deputy G-3. Not a word was said, and not a word needed to be said.

To keep the team as cohesive as possible, you must be able to identify your "tent pole." Who is the team member



LTC Rob Griggs, commander of 1st Squadron, 89th Cavalry Regiment, talks with an Afghan officer on an ANA FOB. Advising ANSF requires trust, but insider attacks do occur. Leaders must set the tone before, during and after any incident.

who holds everything up? It probably won't be your most outspoken NCO, and it probably won't be a senior Soldier. You're looking for the person to whom the young NCOs and officers gravitate. Who is the most emotionally steady? Who's working through his own issues yet is still there to take care of others? Identify this person and lean on him.

At some point—and that time will likely arrive much sooner than you feel comfortable with—the team will have to go back to work. To fail to do so would dishonor the memory and efforts of those lost and would be a violation of nearly every one of our values. After an insider attack, be deliberate, be decisive and work hard to get back to the mission.

CPT Jeff Bernasconi

Security Troop Commander

On June 8, I was sitting in the troop command post when I heard the report: "Shots fired at the ANA brigade TOC and there are casualties." The RAID camera immediately scanned to the building and gained visual of the scene as casualties were being loaded into an Afghan army vehicle and began speeding toward the U.S. aid station. We had trained for this, and we initiated two battle drills: mass casualty and Alamo plan. In less than an hour, all U.S. personnel were consolidated on the American side of the base and the six casualties were airlifted to a higher level of care. I am sharing my experience here to shed some perspective on dealing with—and moving forward after—an insider attack.

The actions in the first hour were based on training. The SFAAT that was attacked neutralized the threat, treated casualties and secured the site. I ordered increased force protection at the entry control point, deployed a quick reacti force to recover advisors still on the ANA side and initiate a mass casualty battle drill. I reported to higher what inform tion I knew at the time, received guidance from the squadr commander, and continued to manage the situation and c ordinate assets. The bottom line is that everyone hopes th a green-on-blue attack will never happen, but you must tra and rehearse for exactly these types of scenarios.

CompanyCommand Glossary

ANA- Afghan National Army

ANSF- Afghan National Security Forces

Dustoff- a medevac helicopter

FOB- forward operating base

G-3- operations officer

HLZ- helicopter landing zone

IED- improvised explosive device

Kandak- ANA battalion

PPE- personal protective equipment

RAID- rapid aerostat initial deployment

S-2- intelligence officer

SFAAT- security force advisory and assistance team

SFAB- security force assistance brigade

TOC- tactical operations center

We can sit back and ask numerous questions about how s could have been prevented. I am sure those will be addessed in the "lessons learned" portion of the investigation. vil! tell you, however, that things have changed. Advisors ow move to and from meetings in full PPE; our RAID camra closely monitors actions within the FOB; and there is a eliberate increase in dedicated guardian angel security. ut the most critical change has been in trust.

A lieutenant from the team that was attacked asked me, Vhy? Here we are in this country trying to help them, ilding a relationship with them, and they shoot at us? ow and why do we ever go back to advising them?" My nswer was fairly simple and short: "Because it's the mison and it is not 'them' as a group who attacked us; it was ne individual." His was a common sentiment among many oldiers—along with grief, anger, shock and guilt. Percepn had to be managed. The Afghan army is not the enemy, nd leaders had to ensure that we did not respond or react if it were. For the advisors, that came a little easier beuse of their pre-existing relationships with Afghans, but e first sergeant and I had to spend time with our security atoons explaining the concepts of tone and stance. I am t sure if the Soldiers initially understood, but seeing their aders and advisors set the example during the first few ys helped.

Insider attacks have the capability to completely undermine the decisive operation in Afghanistan—advising the NSF—so I would argue that it is the enemy's most effece tactic. Dealing with and moving forward after an insider tack must be a deliberate process shaped by leaders. Be epared through training and rehearsals; be compassionate and steadfast through the grieving process; manage rceptions; and maintain a resolute emphasis on the mison. We honor our fallen by continuing the mission they so rongly believed in.

CPT Tad Coleman
SFAAT Team Leader

Upon hearing that an attack happened, my team had to ove to the Afghan army side of the FOB. Once we left the merican side, we were met by the leadership of the *kanak* we had been training for the past five months. They ere all in full gear and had weapons. At this time, I did not ow who had done the shooting or where the injured were cated. All I knew was that I was facing 10 fully armed ghans who were looking at my fully armed team. I had to t aside my fears and resume advising and trusting my unterparts. I put my weapon down and extended my hand the *kandak* commander, asking what he knew about the uation. That exchange, right after the attack, set the tone the way forward.

The ANA commander briefed me on what was happening d where the injured were located. Together we made it own across the Afghan FOB that we were still working together to make Afghanistan a better place.

Back on the American side, I was briefed on what had ppened and then prepared my team to assist with the



CPT Jeff Bernasconi, with his ANA counterpart at a commander's conference convened just two weeks after a rogue ANA officer killed three American advisors, believes, "We honor our fallen by continuing the mission they so strongly believed in."

casualties. The scene was out of a violent war movie, except that we were treating our friends. The emotional impact was so intense; at that time, I experienced doubts about our mission.

In the first few days after the attack, we were not allowed to visit the Afghan side of the FOB, but this restriction did not stop us from contacting our Afghan *kandak* to continue the advising. We used an Afghan radio operator on the American side of the FOB as our main form of contact and met with the *kandak* leadership at the gate two to three times a day. The worst thing that could have happened

> One paradox of counterinsurgency is: 'Sometimes, the more you protect your force, the less secure you may be.' Green-on-blue prevention measures must take that into account. You have to consider the mission, the cost, the effects and everything else. To completely shut yourselves off from risk would be to separate yourselves from the mission.
>
> **—CPT Darrell Fawley,**
> **recent commander of a U.S.-Afghan FOB**



Through his interpreter, an American advisor converses with his Afghan army counterpart on an ANA FOB. The U.S. soldier wears personal protective equipment while armed soldiers serve as "guardian angels" prepared to deal with any aggressors.

would have been to create enemies in places where they were not before the attack, so we kept communication open and shared with each other the changes that were coming due to the incident.

As we met at the gate, the heightened sense of security was the hardest thing to control. Many of the U.S. Soldiers who did not have the advising role were unsure how to respond. When an American is killed in a green-on-blue attack, the normal response may be to blame all Afghans when in reality, it was just one. Listening to American Soldiers talk helped us assess what they were feeling and thinking. As an advisor, I had to make sure I did not move faster than the Soldiers who guarded me as I moved forward. If a Soldier is hypervigilant, he will make mistakes and send the impression that all trust is lost; consequently, the advisor will lose rapport. If the rapport is lost, then the advising mission will suffer. The advisor has to be very sensitive to those around him or her and be willing to make staffing changes if necessary. Not all persons move forward from an incident in the same way.

> The insider threat is not unique to the current war. In the Vietnam War, the threat came from our own soldiers attacking their officers or NCOs in so-called fragging incidents. According to official records, 34 U.S. military leaders were killed by their own soldiers in 209 insider attacks in Vietnam in 1970. The same number of Americans were killed in 47 insider attacks against coalition forces in Afghanistan in 2012.

The ability to move forward with your Afghan partner after an insider attack is built before the event occurs. Knowing the leadership and those Soldiers who are usually around them the most helps before an attack occurs. I have found that the *kandak* leadership was very embarrassed about the incident and became overly concerned with my team's welfare. They increased their security posture as we increased ours. This increase led to some heightened tensions as we advised, but the feelings could be controlled as the Afghan and American Soldiers watched the interaction of their leaders. I found that I had to put aside any feelings of distrust and help make the situation feel less tense through my actions with the *kandak* commander. The leaders set the tone in advising before, during and after an insider attack.

A Battalion-Level Commander in Afghanistan

Prejudices are more prevalent than we want to admit. I was personally and professionally disappointed to witness the "us versus them" attitude that emerged immediately after a green-on-blue incident. The most negative attitudes seemed to be held by those not directly involved in the incident. Those who express their prejudices do not seem to realize that they are a risk to mission success. Theirs are the attitudes that the enemy exploits when it recruits insiders to conduct these types of attacks.

After any loss of life or serious injury in war, emotions and personal sorrow must take a back seat to the mission. Just as one cannot stop the assault under fire to treat a casualty, we



U.S. and Afghan commanders met for an all-day conference to forge "the way ahead" together after an insider attack threatened the progress they had been making.

nnot pause our advising mission for a minute, no matter how avy our hearts might be at the loss of our fellow Soldiers.

A Brigade Commander in Afghanistan

nsider attacks are attempts by the enemy to disrupt ogress that it finds threatening—plain and simple. How respond is all about perspective. After an insider attack, ould we allow Soldiers to stop working with Afghans? ell, would we allow Soldiers whose unit was hit by an IED patrol to stop patrolling? Of course not. The IED is an at-npt to prevent U.S. Soldiers from connecting with the lo- population. The insider attack is an attempt to prevent S. Soldiers from interacting with the ANSF. The enemy rs U.S. forces forging strong relationships with the local oulation and fears our advising mission. Both the IED d the insider attack are designed to drive a wedge be-een U.S. forces and Afghans. Leaders must not allow that happen.

remind my leaders that these insider attacks are not nctioned "hits" by the ANSF leadership; they are the ac-ns of a few ill-disciplined or "turned" ANSF. ANSF leaders nnot control every one of their Soldiers. Cultural aware-ss and understanding, strong interpersonal skills and nstant vigilance are the best preventive measures.

* * *

Do you have experience with leading your Soldiers to ntinue the mission after an insider attack? Are you de-ying soon and interested in learning all you can about s challenge? If you are a currently commissioned officer o is passionate about leadership at the company level, log onto your forum at http://CC.army.mil. Send questions or comments about this article to peter.kilner@us.army.mil.

Company commanders: Please join us in the new-and-improved version of our online professional forum to continue the conversation: http://CC.army.mil.



Soldier Armed

Advanced Bomb Suit

By Scott R. Gourley

One iconic image of modern tactical operations is the bomb suit. Utilized by explosive ordnance disposal (EOD) personnel in all services and many government agencies, the full body ensembles use material technologies and design techniques to optimize what some view as an "EOD triangle" of suit weight, user mobility and protection levels.

The U.S. Army's current design, called the Advanced Bomb Suit (ABS), was type classified in 2002. The design is also known as the Med-Eng EOD-8 (the Med-Eng brand is owned by Allen Vanguard, which purchased Med-Eng in 2007). Approximately 1,400 suits have been fielded to the Army to date, with the last major buy of new suits taking place in 2010.

According to Rob Reynolds, vice president of explosive ordnance disposal at Allen Vanguard, previous U.S. Army bomb suit designs focused on fragmentation protection and included things like chest-mounted visor assemblies for facial protection.

"It was like a big windshield that came off the chest of the suit," he recalled, "but it also made the suit quite front-heavy, so from an ergonomics and mobility perspective it wasn't the easiest suit in which to operate.

"In the early days, when the company was named Med-Eng and we started on the earlier EOD-7 design, what we brought to the marketplace, which was very new, was the understanding of a blast event," he said. "A blast event is very different from being shot by a bullet. In a blast event, there are four threats that an operator faces. The first is blast overpressure, which is the actual blast wave that travels rapidly through the air. The second is fragmentation—explosively driven fragments that fly through the air. The third, if you are close to the device, is a fireball or flash/flame, so you have to be protected not just from heat but also the flame itself. The fourth threat is what we call impact, which is twofold: One is head acceleration and concussion-type injuries, and the other is when the blast overpressure actually throws an operator who eventually lands on something."



U.S. Army

Reynolds said the study of blast event threats started a company research and development program to explore the correct mix of materials to optimize protection against all of those threats.

"We also provide a lot of education to our end users to show them the benefits of wearing a bomb suit in an event," he said.

Describing how the suit design o- timizes weight, mobility and prot- tion, he said, "When we build the s we also look at injury criteria a where the most vulnerable organs side in the body in order to shape protection levels that are offered you look at typical soldier body mor, for example, you're looking the same protection level, in terms soft ballistics, at 360 degrees wit the vest. That's fine for vests a those types of products, but beca the bomb suit covers the entire bo you can't give the same [ballistic p- tection] level for all areas on the s If you did, the suit would be t heavy and you wouldn't be able move in it, so we have customized protection levels based on injury cri- ria and the different areas of the bo For example, you could survive w losing a finger. You would not s- vive, however, if you were to tak a shot through the heart. So the prot- tion levels are tailored based on t vulnerabilities of the organs wit the human body."

While the Army's ABS is based the EOD-8 suit design, the other arm services have adopted a visually sim- lar follow-on suit design designat EOD-9.

"For the EOD-9, we beefed up t protection levels on the rear of the su Reynolds explained, adding that "s- ondary threats" justified the rear p- tection. "At the same time, if you b up the protection levels on the rear, y are going to have to give it up el- where in order to maintain a certa weight. So we streamlined some of t protection on the front of the EOD We moved some ballistic materi around and came up with a differe mix of protection levels. We still ha very similar protection levels as in t EOD-8, but they're just tailored a lit bit differently."

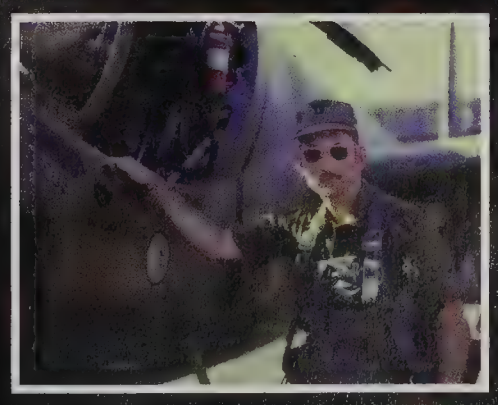
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Soldiers accompany PVT Joseph Czachowski as he demonstrates his ability to perform duties in a protective bomb suit during the Explosive Ordnance Disposal Challenge, a four-day, end-of-course test for students enrolled in the U.S. Army Ordnance School's advanced individual training at Fort Lee, Va.

Reynolds said part of the reason that the U.S. Army has remained with the EOD-8 involves the Army's "stringent test criteria" that address protection levels against multiple fragment sizes, with higher protection value requirements against larger-sized fragments.

"It's not a completely clear-cut case," he said. "It's basically providing different material specifications and saying, 'X protects against X and Y protects against Y. So what's your threat?' We will work with you to better choose the protection levels you require based on your theater of operations."

Reynolds noted that the EOD-9 also includes a new helmet design with increased protection levels as well as a range of integrated technologies. "That was one of the big changes for EOD-9, the helmet of which has things like onboard ventilation and power systems, microphones, speakers, LED lights on top of the helmet, and a visor defogger."

While maintaining the EOD-8 bomb suit design, the Army upgraded the ABS system with the new EOD-9 helmet in 2007.

While the Army's ABS activities are currently focused on system sustainment, industry continues to explore new technologies that could be applied to future system designs in both the near term and far term. Reynolds offered representative near-term advances in the area of camera-mounted helmet enhancements. One new camera can be used to record forensics evidence and for after-action reviews of "render safe" procedures. The other new camera will provide live streaming video, which sends what the operator is seeing back to the command post. While the recording video camera upgrade option has already been made available as an enhancement to the EOD-9 helmet, the live streaming option is slated for product launch in fall 2013.

Another near-term upgrade planned for the fall 2013 launch introduces voice-activated operator commands.

"Operators downrange typically have their hands full," Reynolds said. "They are usually carrying a tool called a disrupter under one arm and a tool kit or X-ray system under the other arm. If they are walking into a dark room and need to turn their helmet lights on, they typically have to put all those things down, raise both of their arms and activate the button on their sleeve. If they had the capability to turn t helmet lights on merely by sayi 'Helmet, lights up,' then they co just carry on with their mission. Li wise, if they are working on a dev and holding something under tensi and they start to drip sweat acr their faces and need the 'turbo' venti tion feature of the helmet, all they ha to say is, 'Helmet, turbo up,' and th will get that blast of ventilation acr their faces without sacrificing wh they are doing with their hands."

Reynolds said the company is lo ing at additional technologies for troduction further down the road areas like superior protection, a t geted 15 percent system weight red tion and improved in-suit electron capabilities.

"The U.S. Army type classifi EOD-8 for ABS in 2002," he said. "Th was 11 years ago. They got the helm in 2007. We all know that the you soldiers of today are coming into t military with today's technologi They are the operators of the futu and if they are comfortable with th technologies, then those are the typ of things we should start embeddi into our solutions."

Reviews

The American Eagle's Italian Campaign

neral Mark Clark: Commander of merica's Fifth Army in World War and Liberator of Rome. *Jon B. Mikolashek. Casemate Publishers. 248 ages; bibliography; black-and-white hotographs; index; maps; notes; $32.95. ublisher's website: www.casematepub-shing.com.*

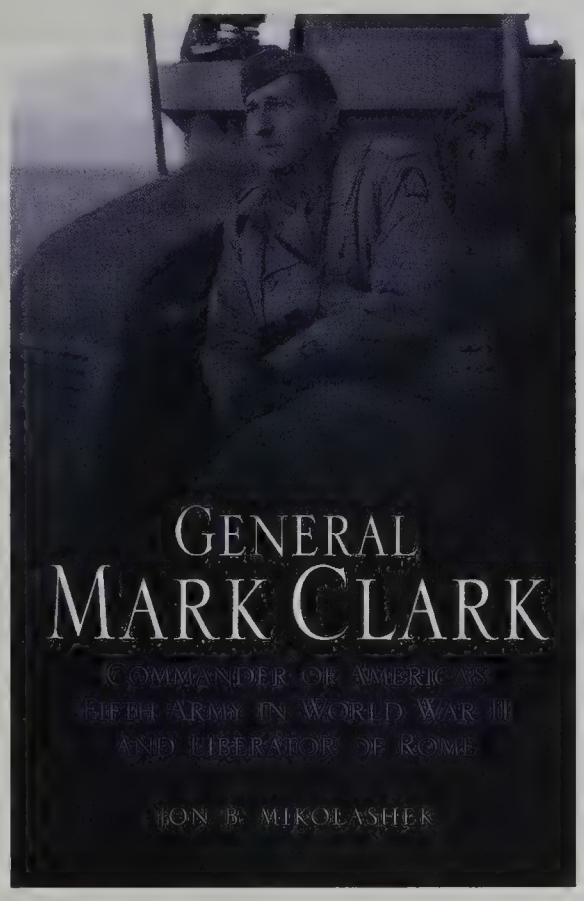
By COL Cole C. Kingseed
U.S. Army retired

ccording to military historian Martin Blumenson, GEN Mark Clark and his contemporaries, Gen-s Dwight D. Eisenhower, Omar Bradley and George S. Patton Jr., med the "essential quartet of Amer-n commanders who achieved vic-in Europe" during World War II. As mander of the U.S. Fifth Army and r the Allied 15th Army Group, Clark ved the invasion of the Italian main-d as a "gigantic calculated risk," but sk worth taking. In his examination ne campaign, Jon B. Mikolashek pre-s a highly flattering portrait of the troversial Army commander.

Mikolashek is a history professor at U.S. Army Command and General ff College at Fort Belvoir, Va. He teaches history at American Mili-University. Mikolashek previously rked as a historian in the contem-ary studies branch of the U.S. ny Center of Military History at t McNair in Washington, D.C., and a military and political analyst for Terrorism Research Center in Ar-gton, Va. *General Mark Clark* is his t book.

he general who emerges from these es has a flawed personality but de-ves recognition as one of World r II's foremost commanders. In his lysis of Clark's career, Mikolashek resses the more controversial as-ts of Clark's personality and chal-ges numerous historical interpreta-ns that the Italian campaign was mismanaged and inconsequential to Allied victory.

Much of the postwar criticism of Clark centers on his penchant for publicity and his drive on Rome following the breakout from the Anzio beachhead. Mikolashek asserts that criticism of Clark "stems from journalists who never understood him." Mikolashek admits that Clark traveled with a large contingent of reporters, but he opines that Clark sought publicity to recognize the achievements of his soldiers, not to better publicize his career. According to Mikolashek, Clark sought recognition "for his troops, to boost their morale and keep the families of servicemen informed"—an intriguing analysis.



In Mikolashek's view, Clark's military greatness was confirmed at Salerno when Clark personally intervened to salvage the operation when the Germans vigorously counterattacked the amphibious forces. The battle proved a "close run thing," as Wellington had once characterized Waterloo. Before the campaign concluded, Clark relieved VI Corps commander MG Ernest Dawley, whose relief was the initial step in what would prove a familiar pattern of finding scapegoats when the operational situation deteriorated on Clark's front. Months later, Clark relieved Dawley's successor, MG John P. Lucas, at Anzio.

If Salerno demonstrated Clark at his best, Mikolashek posits that the battles of the Rapido River and Anzio revealed "a dark cloud over the reputation of Mark W. Clark." By most standards, the attempted crossing of the Rapido River was unnecessary, but Clark ordered the attack to proceed. The attack failed and all but destroyed the American 36th Division. Two days later, VI Corps, under Lucas' command, landed unopposed at Anzio. When Lucas failed to advance inland, senior commanders ordered his relief, and on February 24, 1944, Clark replaced him with MG Lucian Truscott. Mikolashek casts a wide net over the cast of characters contributing to Anzio's failure, including Clark, Prime Minister Winston Churchill, theater commander Field Marshal Sir Henry Maitland Wilson, and 15th Army Group commander General Sir Harold Alexander.

If the subsequent capture of Rome should have been the high point of Clark's career, Mikolashek opines that it revealed Clark at his worst: "On the verge of annihilating the German 10th Army in late May, Clark's pride and prejudice toward the British clouded his vision." In a position to sever the German army's escape route, Clark opted to liberate the Italian capital rather than cooperate with the British to destroy the enemy army south of Rome. Clark's liberation of Rome garnered great publicity, but Rome's capture proved more a symbolic than a military victory. The German 10th Army survived to fight another day.

With respect to the overall value of the campaign, Mikolashek states that

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LTG Mark W. Clark (left), commanding general of Fifth Army, and LTG George S. Patton Jr., commanding general of Seventh Army, were among World War II's foremost commanders and were integral to the victory in Europe.

Italian campaign was tremenisly successful in that it achieved its strategic objectives: It prompted surrender of Hitler's ally, which urred before Salerno; and second, it umbered as many German divins as possible. By that standard, the r in Italy was certainly successful, it took longer than the Allied plans envisioned.

Unfortunately, a number of misspellings and factual inaccuracies sprinkle the text. GEN Douglas MacArthur spelled his name *MacArthur*, not *Macarthur*. Mikolashek also states that Clark relinquished command of II Corps on August 10, 1942, but four pages later, he identifies the date as October 11, 1942. In addition, the initial landings at Salerno occurred on September 9, 1943, not September 8. A more careful editor should have corrected the manuscript.

Was Clark a "good field commander and a *brilliant* combat commander," as Mikolashek asserts? Mikolashek makes a convincing case that he was. While most historians credit Clark as a competent general, many posit that he lacked the operational brilliance of a Patton or a Truscott. Though Mikolashek provides an interesting perspective of Clark's generalship, Martin Blumenson's *Mark Clark: The Last of the Great World War II Commanders* remains a more thorough account of Clark's wartime career.

***COL Cole C. Kingseed**, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.*

A Little Remembered but Absolutely Fantastic Episode of World War II

e Last Battle: When U.S. and Gerian Soldiers Joined Forces in the Vaning Hours of World War II in Europe. *Stephen Harding. DaCapo Press. 256 pages; bibliography; black-and-white photographs; index; maps; notes; $25.99. Publisher's website: www.dacapopress.com.*

By COL Kevin W. Farrell
U.S. Army retired

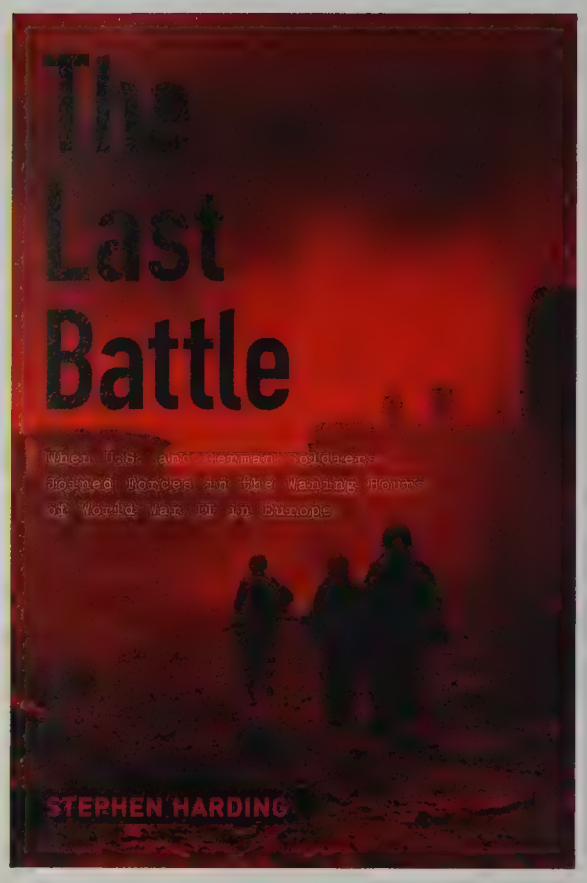
s vast and complex as World War II proved to be, it is little wonder t many fascinating episodes in the atest conflict of human history con-ue to come to light. Stephen Hard-, a career journalist and senior editor *Military History* magazine, has written a truly remarkable book that illuminates what has to be one of the most incredible events of the war: a battle fought in the final days to protect bickering senior French political prisoners in a medieval castle with U.S. Army tankers fighting alongside German soldiers against fanatical SS attackers seeking to seize the fortress.

The setting for the book is a small Austrian village and the medieval castle that dominates it, *Schloss Itter*. Swiftly recounting the history of the fortress, Harding deftly makes the transition to the modern history of Germany and France, explaining how *Schloss Itter* became a sub-camp of the notorious German concentration camp at Dachau. Midway through the war, the notorious German commander, *Reichsführer der* SS Heinrich Himmler, directed that the castle be converted into a prison for highly valued French political prisoners.

The small group included former Prime Ministers Édouard Daladier and Paul Reynaud; former commanders in chief of the French armed forces, Generals Maurice Gamelin and Maxime Weygand; the sister of Free French Commanding General Charles de Gaulle, Marie-Agnès Cailliau; an assortment of wives and mistresses; and even a high-visibility athlete. Despite the uncertainty of the captives' fate, they detested each other viscerally and insulted one another to the end despite their precarious situation.

Supervising the detention of the French prisoners was a truly despicable character, a career Nazi and SS officer groomed in the concentration camp system, the brutal and usually drunk SS Captain Sebastian Wimmer. Under his command were not only SS guards but also other prisoners of the concentration camp system, the most significant of whom was a Croatian electrician, Zvonimir Cuckovic. His actions proved instrumental to the survival of the French prisoners. His memoir also provided Harding much of the material for his book. Prominent figures on the German side were a highly decorated Bavarian-born army officer, Major Josef (Sepp) Gangl, and rather surprisingly, a highly decorated officer, SS Captain Kurt-Siegfried Schrader, both of whom had become disillusioned with Hitler and the war.

Whether their actions were driven by humanitarian concerns or simply self-preservation is difficult to know with certainty today, but by late April 1945 both men clearly saw the war



was lost. They abandoned their loyalty to the Third Reich and sided with the American liberators.

The leader of the American armored force that secured the castle and its important inmates was the tragic hero of the saga. A Norwich University graduate and former football star, U.S. Army CPT John (Jack) C. Lee Jr. was a battle-tested company commander in the 23rd Tank Battalion of the 12th Armored Division. Before the fight at *Schloss Itter*, CPT Lee had distinguished himself in continuous combat during the Alsace campaign the previous autumn.

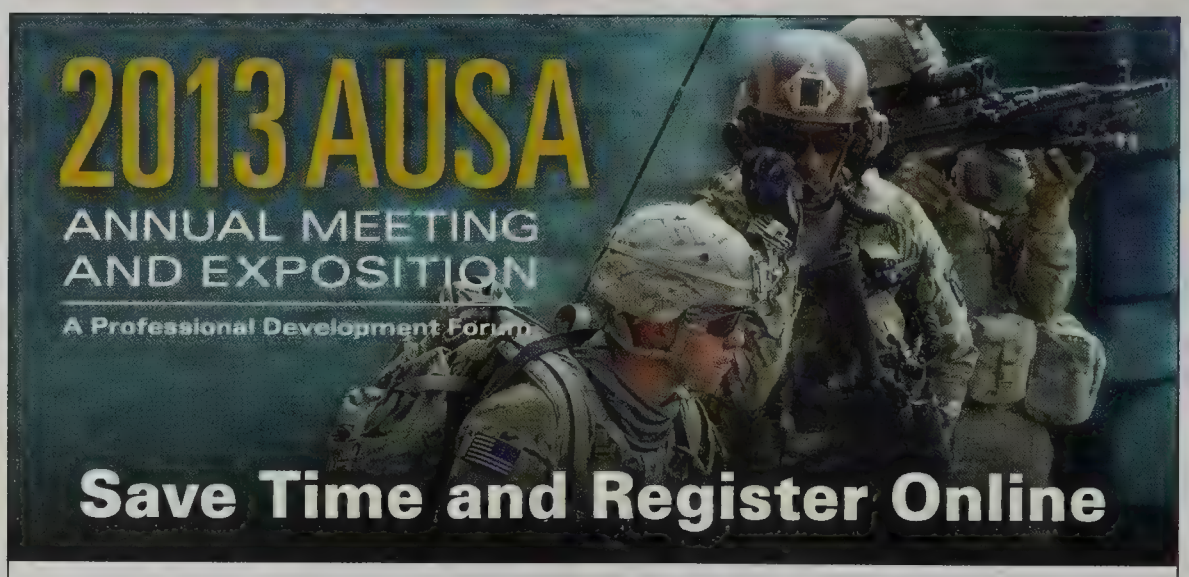
Respected by subordinates, peers and superiors because of his battlefield exploits, CPT Lee had apparently found his life's calling as a combat commander. After the war, he died prematurely.

There can be no doubt that the highlight of his life was this amazing rescue, which until Harding's book had largely been overlooked by historians and World War II history buffs alike.

The book is a very quick read with a main text of some 165 pages that builds quickly to an unexpected outcome. The final outcome of the battle is indeed surprising, and *The Last Battle* truly has the makings of a Hollywood blockbuster. Apart from a rather unconventional use of endnotes that sometimes appear at the end of sentences—and other times in the middle—there is very little to criticize in this important work. Selfishly, this reviewer wishes the book were a bit longer because it ended too soon.

Harding is a gifted storyteller and effective military historian who details the battle and its background with precision. Along the way, the reader receives a concise but accomplished overview of European history and wartime politics. In short, this compact work is an unqualified success and will prove immensely enjoyable for virtually any reader of ARMY. With the pace of a tightly written novel, Harding writes with the determination of a true crime novelist and the thoroughness of a first-rate historian.

COL Kevin W. Farrell, USA Ret., Ph.D., is the former chief of military history at West Point. He commanded a combined arms battalion in Iraq, and his most recent book is The Military and the Monarchy: The Case and Career of the Duke of Cambridge in an Age of Reform.



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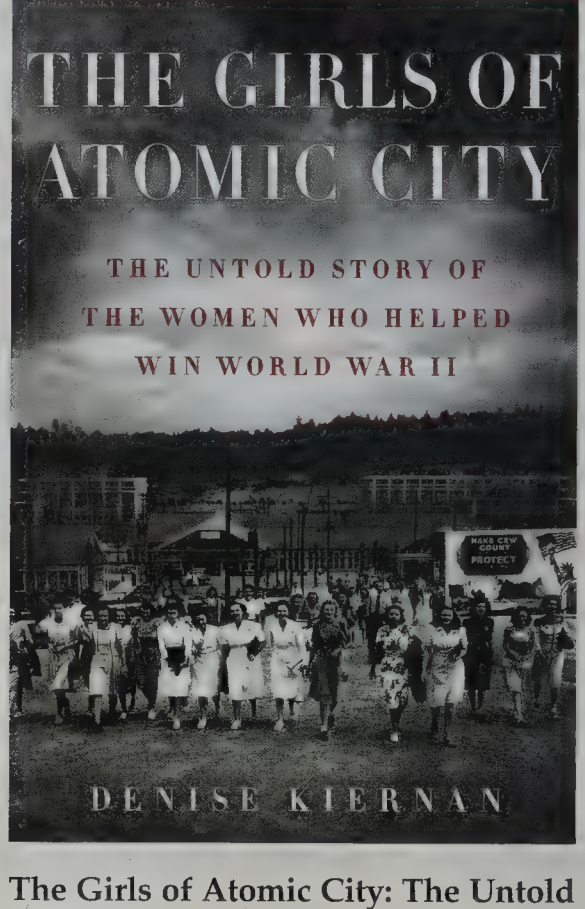
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Varied Fare



The Girls of Atomic City: The Untold Story of the Women Who Helped Win World War II. *Denise Kiernan. Touchstone. 400 pages; black-and-white photographs; index; map; notes; $27. Publisher's website: imprints.simonandschuster.biz/touchstone.*

Denise Kiernan's *The Girls of Atomic City* revisits our country during a particularly galvanizing era: the height of World War II. At that time, a considerable amount of research and development was being performed in secret to ensure decisive victory over the Axis powers. The Manhattan Project—which yielded the atomic bombs that destroyed the Japanese cities of Hiroshima and Nagasaki—is without a doubt the most well-known. In this book, the inner workings of the program are examined from a grassroots point of view: that of the men and women who performed the tasks that played a significant role in ending the war.

The vast majority of the work that went into producing the bombs took place at a heavily guarded military facility in Oak Ridge, Tenn., a small town deep in the southern Appalachian Mountains. Approximately 75,000 civilians—most of whom were young women—were recruited as employees of Clinton Engineering Works with the promise of a steady paycheck an sense of purpose, albeit a vague c The duration and objective of the w performed at Oak Ridge were never vulged to the workers, and they w explicitly forbidden to speak of it, only to outsiders but also to each ot The book includes photos of si posted around the facility, with slog including: "Your pen and tongue car enemy weapons: Watch what you w and say" and "What you see here; w you do here; what you hear here—wh you leave here, let it stay here."

Kiernan's work stemmed from a p sonal passion. She came across a ph of a group of women working in on Oak Ridge's uranium enrichment fac ties and began researching its origi Her investigation progressed for nea a decade and ultimately led her t number of men and women who w once employed by Clinton Engineer Works who are now in their 80s and 9 a handful of whom still reside in C Ridge to this day. She interviewed many as she could and framed her bo around their statements. While so were forthcoming, the pervasive cult of secrecy endured. For example, i June interview with the *Los Ange Times*, Kiernan revealed that seve children of the workers said, "I rea want my mom to talk to you, but s said she won't because she's not su posed to talk about what she did."

This book is particularly engaging cause Kiernan includes the parts of interviews in which the workers spo of how they addressed issues includi sexism, racism, separation from th spouses, disparities between housi and pay within their respective grou and unknown exposure to danger su as radiation. Her strengths as an auth and journalist are evident as she al juxtaposes their work lives against th personal lives.

This book is a welcome addition the existing literature on World War era American history. Instead of foc ing on the more prominent figur Kiernan has helped us better und stand the nature of the Manhattan Pr ject by examining what went on in t lower echelons.

—Thomas B. Spin

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Revision has made significant investments in its testing and manufacturing facilities as part of its strong focus on research, development and engineering. These facilities give the company the ability to produce custom-made soldier systems for their various military customers. In total, the company employs more than 200 people worldwide who contribute to Revision's in-depth knowledge of global military standards. The company's operational headquarters is housed in a 53,000-square-foot manufacturing facility in Essex Junction, Vt., which employs advanced lens molding and coating technology. The professionalism of the in-house manufacturing team ensures that the company provides protective eyewear that far exceeds the toughest military standards while maintaining control over production.

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Revision has worked on a number of development projects, pioneering new products such as a prototype design for a variable light transmission goggle for U.S. Special Operations Command; a modular protection and attachment system for the United Kingdom's Ministry of Defense; and multiple contracts for the U.S. Army Natick Soldier Systems Center relating to integrated head protection and blunt impact trauma.

With a wide network of technical specialists and other partners in industry, Revision will continue to provide innovative solutions and technologies that can generate distinct improvements in ocular, head and facial protection for use by military forces.

Historically Speaking

The Campaign of the Thames at 200

By BG John S. Brown
U.S. Army retired

September 10 marks the 200th anniversary of the Battle of Lake Erie in the War of 1812; the follow-on campaign that resulted in the recapture of Detroit; the Battle of the Thames; and ultimately, the triumph of American arms in the Old Northwest. For their time, these were exemplars of joint operations, combined arms maneuver and strategic decisiveness. In a war that was not going particularly well, they reinforced American resolve. The war as a whole would feature further ups and downs, but these convincing displays of American combat effectiveness would ultimately combine with others to give the young nation ever more confidence as it made its way in the world.

The June 2012 installment of "Historically Speaking" discussed the onset of the War of 1812 and its principal causes, the most prominent of which was instability in the Old Northwest and British meddling in it. Restive American Indian tribes under the brilliant leadership of Tecumseh and others had resisted settler encroachment with some success. They were supported by British-Canadian fur interests; the British favored the eventual construction of an expansive "neutral" Indian state in the region. Once war began, the American situation in the Old Northw deteriorated rapidly. The British sei Fort Mackinac on July 17, 1812; captu Fort Dearborn (now Chicago) on August 15, 1812; and duced some 2,500 poorly led Americans to surrender ig miniously at Detroit on August 16, 1812. In January 18 they overwhelmed Frenchtown on the Raisin River a soon besieged Ohio—at Fort Meigs on the Maumee Ri and Fort Stephenson on the Sandusky. Bulk transportat in the area was largely by water, and the British were spe ily snapping up the choke points. Worse, the losses at F Dearborn and Frenchtown were accompanied by Ind massacres, and Indian depredations terrified settlers from the battlefields.

Elsewhere, the war was not going much better. An invas of Canada at Queenston collapsed when American militia fused to cross the Niagara River, leaving regulars who had ready crossed to be overwhelmed. An American thrust Lake Champlain similarly foundered when militia again fused to cross the international border, but on Lake Onta the Americans did repulse an amphibious assault on Sack Harbor and burned York (now Toronto). The latter ev



In a 19th-century lithograph, COL R.M. Johnson (center) shoots Tecumseh, Shawnee leader of a tribal confederacy sympathetic to the British, during the 1813 Battle of the Thames. MG William Henry Harrison and his forces chased the British and their allies into Ontario, Canada, where they were defeated in woods and marshland along the Thames River.

ved to be somewhat of a public relations disaster and was red by a powder magazine explosion that killed or nded 350 of the invading force. The Americans seized George and forced a withdrawal from Fort Erie, but they Fort Erie again after an embarrassing defeat at Stoney ek. The tiny U.S. Navy won some heartening victories in vidual ship-on-ship actions but was far too small and un-gunned to seriously contest British control of the Atlantic. rateering, *guerre de course* and blockade running were the realistic American options for the war at sea.

The Americans were down, but they were not out. MG William Henry Harrison assumed command in the Old thwest and gathered a force of several hundred regu- and several thousand militia. Harrison was already fa- us for a victory over Tecumseh at Tippecanoe in 1811 took the time to invest organization, discipline and ning in his soldiers. In particular, he would be well ved by Kentucky mounted riflemen, veterans of recur- t fighting against the Indians. They were intimately fa- iar with the frontier and adaptable to fighting in terrain all types, fluidly shifting from mounted to dismounted back as circumstances required. Harrison was also gely assisted by Navy Commodore Oliver Hazard Perry, o took charge of a small naval squadron built from atch along Lake Erie. On September 10, 1813, Perry ndly defeated a like-sized British flotilla at Put-In-Bay. message to Harrison announcing the victory begins: e have met the enemy and they are ours," and it remains ic in naval lore.

With Lake Erie in American hands, Harrison quickly as- ned the offensive. He loaded his infantry and artillery o Perry's ships and launched them across the lake from t Stephenson in Ohio to Amherstburg, Ontario. Mean- ile, a thousand of his frontier cavalrymen swept overland und the west end of the lake. The forces converged on roit. The British were unprepared for the pace and multi- axes of the attack. Previous operations had left them dis- sed, and British Maj. Gen. Henry Procter sought to edily withdraw into Canada. Harrison pursued with a ked force of 3,500. Procter had about 800 regulars who yed well in hand, but his Indian allies dispersed as the re- at progressed. Many of these had been out marauding en Harrison launched his offensive, and they simply lted into the woods rather than attempt to catch up with withdrawing columns. Others deserted or, more accu- ely, went their own ways. When Harrison caught up with cter at Moraviantown on the Thames River, perhaps a thousand Indians—including Tecumseh—were still part of his retreating forces.

On the morning of October 5, Procter took up a position with his regulars in lightly wooded terrain between the Thames River and a large swamp. The Indians took up positions in the swamp, enfilading the approach along the Thames into Procter's line. The effectiveness of the Indian enfilade was significantly interrupted by vegetation. Procter envisioned a methodical infantry attack into his position, which would take heavy losses as it approached from both frontal and enfilading fires. Instead, Harrison launched his mounted riflemen in a breakneck assault and followed up with infantry. The charging horsemen took few losses, given the intermittent cover provided by trees and the pace of their closure. It was not the type of terrain into which European cavalry would have attacked. The mounted riflemen burst into the British line and, when joined by the infantry, accumulated in overwhelming numbers. The British, already tired and discouraged by the rigors of the retreat, surrendered en masse.

Tecumseh's Indians still had some fight left in them, and the American line turned into them. Here, the marsh forced everyone to dismount, and the fighting was close up and brutal. The American advance bogged down in the terrain, and whatever there had been of battle lines disintegrated into separate clusters of violence. As the battle ebbed and flowed, one of the Americans present shot and killed Tecumseh himself. Word of his death spread, encouraging the Americans and discouraging the Indians. Procter and a few hundred of his troops fled deeper into Canada. Harrison's militiamen were nearing the ends of their terms of service, so he retired with the bulk of his forces into Detroit.

The Battle of the Thames was decisive. Tecumseh was dead, and the British departed from the Old Northwest. The British would never again muster sufficient strength in Upper Canada to significantly threaten the United States. Residual Indian resistance would be ground down. The once plausible idea of an Indian state as a counterweight to American expansion in the region disappeared. Ohio was already a state, and Indiana and Illinois became states soon thereafter. It would be only a matter of time before Michigan and Wisconsin became states in their turns. Insofar as the War of 1812 was concerned, the strategic situation in the Old Northwest had been settled. Now the strategic situation along the borders of New York and in the Old Southwest had to be settled as well. ★

Recommended Reading

Gilpen, Alec R., *The War of 1812 in the Old Northwest* (East Lansing, Mich.: Michigan State University Press, 1958)

Hickey, Donald R., *The War of 1812: A Forgotten Conflict* (Urbana, Ill.: University of Illinois Press, 1989)

Mahon, John K., *The War of 1812* (New York: Da Capo Press, 1991)

***John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. Author of* Kevlar Legions: The Transformation of the U.S. Army, 1989–2005, *he has a doctorate in history from Indiana University.*

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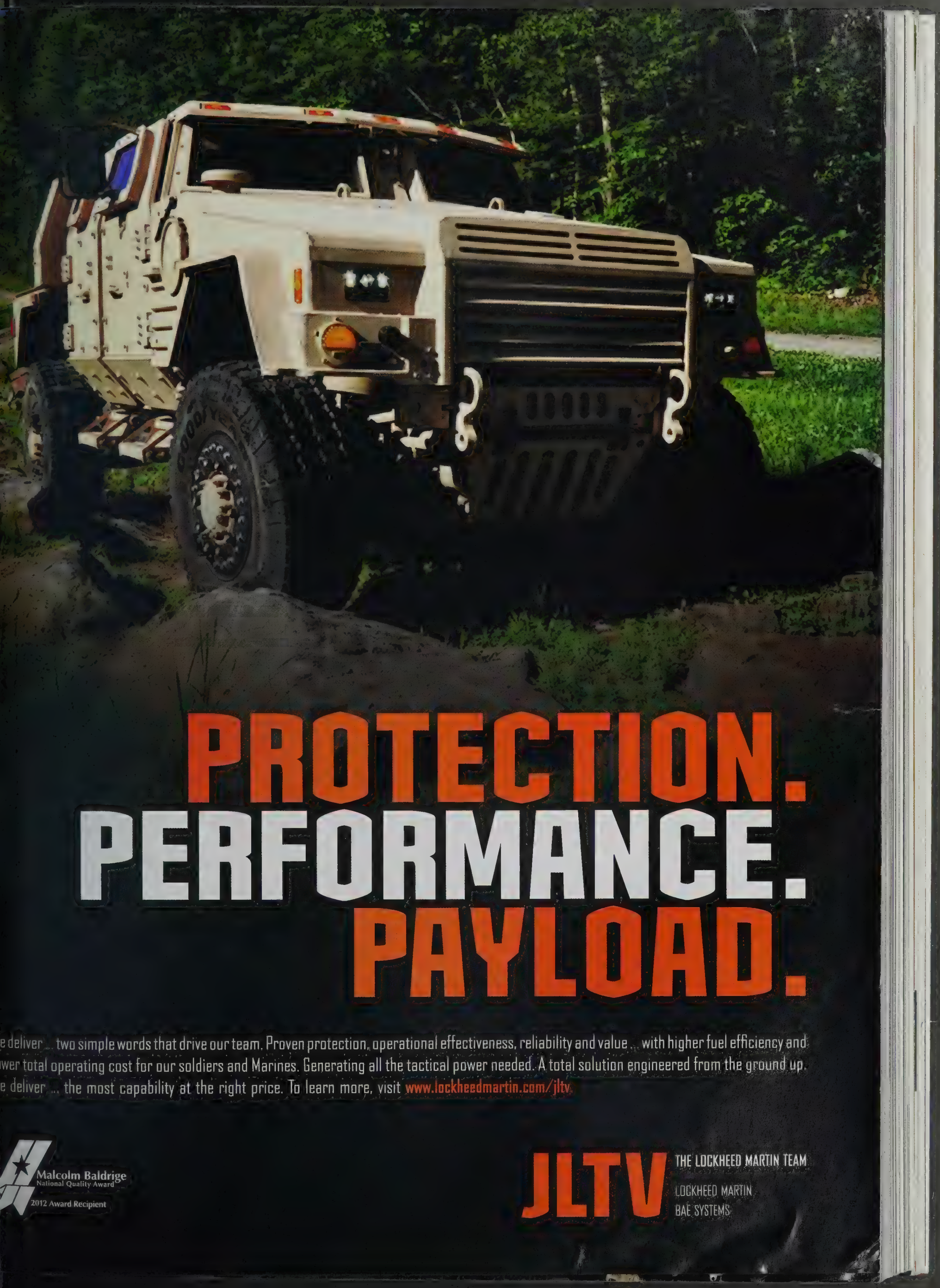


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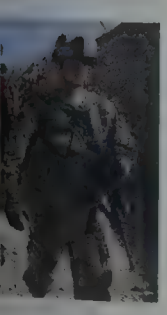






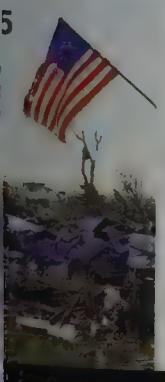













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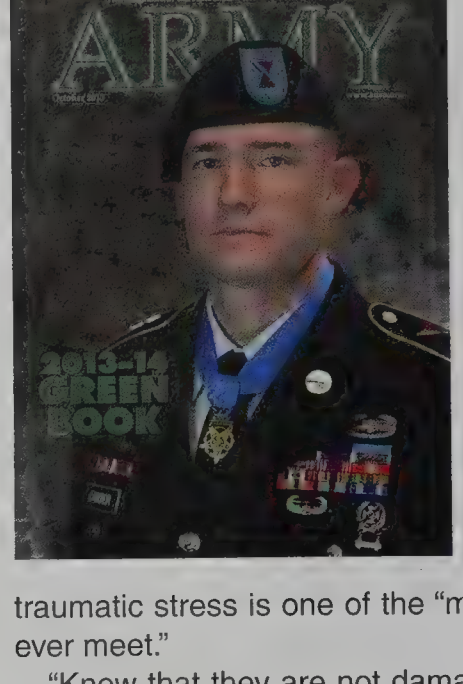
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This Month's Cover



On August 26, President Barack Obama fastened the Medal of Honor around SSG Ty M. Carter's neck for his valor at the 2009 Battle of Kamdesh in Nuristan Province, Afghanistan, while defending Combat Outpost (COP) Keating.

In the years since the battle, SSG Carter has continued to show his heroism in a second fight—his personal struggle with post-traumatic stress in the aftermath of combat. He now is fighting that battle publicly as an advocate for treatment.

Speaking to those attending the White House ceremony and the people of America, he said, "Ladies and gentlemen, please take the time to learn about the invisible wounds."

A soldier or veteran suffering from post-traumatic stress is one of the "most passionate, committed men or women you'll ever meet."

"Know that they are not damaged," he added. "They are simply burdened with living when others did not. Know that they—we—are not defeated, never defeated. We are resilient and will emerge stronger over time."

Minutes after the ceremony, SSG Carter walked outside the White House, faced reporters and said, "Only those closest to me can see the scars that come from seeing good men take their last breath." He also talked about the soldier he risked his life to drag to safety: "I will hear his plea for help for the rest of my life."

The nearly 13-hour fight at COP Keating produced many heroes. Former SSG Clinton L. Romesha received the Medal of Honor earlier this year for his valor during the battle.

In addition, nine Silver Stars, 18 Bronze Stars, 37 Army Commendation Medals and 27 Purple Hearts were awarded to the soldiers who defended the COP. Just 53 soldiers of Troop B, 3rd Squadron, 61st Cavalry Regiment, 4th Brigade Combat Team, 4th Infantry Division, were at the outpost on the day of the battle. Eight died. SSG Carter wears a steel band on his wrist with their names engraved on it.

SSG Carter, then a specialist, awakened to the sound of gunfire at 6 A.M. on October 3, 2009. He jumped from his cot, pulled on his boots, grabbed his weapon, helmet and body armor, and dashed outside. He fought most of the battle dressed in shorts and a T-shirt.

He sprinted toward his assigned defensive position—a static Humvee beefed up by sandbags, one of the unit's vehicles that mounted a long-range advanced scout surveillance systems (LRAS).

COP Keating was under attack by at least 300 Taliban fighters, and they had the terrain advantage.

The outpost was situated in a bowl-shaped valley at the convergence of two rivers. It was mostly surrounded by high ground, which was a derided placement decision made long before Troop B got there. Two other Cavalry troops had spent nervous rotations at the exposed COP. Leaders had decided to abandon and destroy the outpost, and Troop B was only days from relocating when it was attacked. Luck had run out.

Observation Post (OP) Fritsche, a platoon OP, was situated about 1.5 kilome-

(Continued on page 4)

(Cover photograph by Dennis Steele)

The editors wish to thank the public affairs officers of the Army's commands for their contributions and the Office of the Chief of Public Affairs, Department of the Army, for its contributions and coordination activities. Our special thanks go to Army Chief of Public Affairs BG(P) Gary J. Volesky and James W. Hill for their assistance.

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ters south of COP Keating, but because of distance and elevation difference it could not directly support, or even see, the COP. Nevertheless, its mortars were employed on the southern side during the battle. The OP also was attacked, but the brunt was focused at COP Keating.

Initially, the Taliban broke through the nearby Afghan army compound, rolling through its garrison quickly. Fire was coming from all sides, including heavy machine-gun and mortar rounds.

Carter's position was on the southwest side of the COP, separated from the main cluster of buildings by about 100 meters. Then-SGT Bradley D. Larson, now a first lieutenant, and SPC Stephan L. Mace were pulling guard duty at the truck when the attack occurred, and SGT Justin T. Gallegos, who was posthumously promoted to the rank of staff sergeant, joined them before Carter arrived.

The vehicle mounted a .50-caliber M2 machine gun and a 7.62 mm M240B machine gun. Carter, under fire as he ran to the battle position, brought extra ammo for the M240B. SGT Gallegos sent Carter back to get more ammunition and some oil for the M2. Again, he ran the 100-meter gauntlet. Finding the ammunition supply point locked, he shot off the hasps and zig-zagged back.



Also zig-zagging through the fire was SGT Vernon W. Martin, joining the fight at the LRAS battle position.

The enemy started firing rocket-propelled grenades (RPGs) at the position, and Gallegos, Mace and Carter took cover inside the Humvee. An explosion rocked the vehicle as an RPG detonated above the turret, taking out the M2 and M240B and wounding Larson, Martin and Carter.

The Humvee was shredded, the heavy weapons were out of action and the enemy was moving to flank them. SGT Gallegos told the men to break contact and link up at the tactical operations center. Carter and Larson covered the withdrawal.

Enemy fighters had penetrated the perimeter behind them, however, and hit them with machine gun and RPG fire as the first group moved.

A machine gun burst killed SGT Gallegos outright and seriously wounded SGT Martin in the leg. Martin took cover under a trailer, but he eventually bled out. Mace was hit again, badly, and crawled to take cover in some low ground. He was about 30 meters from the Humvee.

Carter and Larson killed two of the enemy and wounded a third, making the enemy force pull back and preventing it from overrunning a nearby mortar pit where some American soldiers were pinned down.

SPC Mace called for help.

Carter wanted to go get him, but they were still taking fire. Larson convinced Carter to hold off, but Mace kept calling to them.

Another Humvee rolled up, carrying SGT Joshua M. Hardt, SPC Christopher T. Griffin and PVT Edward W. Faulkner. Eight RPGs hit the vehicle, one after the other. Hardt was seriously wounded by a direct RPG strike on his door. Griffin and Faulkner took some metal fragments. Hardt got out and was cut down. As he lay dead beside the vehicle, Griffin and Faulkner got out on the other side and took off across the open space in the direction of the main complex. Faulkner made it; Griffin was killed.

Larson's and Carter's ammunition was nearly exhausted. Carter scrambled over to the battered second Humvee and retrieved an M249 Squad Automatic Weapon (SAW) that had a partial belt of ammunition that could be delinked and used in their M4 carbines and crawled back. The SAW belt provided Larson and Carter with less than a full M4 magazine each, but they continued to engage with single-shot precision fire. Carter, a qualified sniper, killed four enemy fighters, including an RPG team. Together, Carter and Larson held back the enemy.

SPC Mace still called for help.

Carter had to go. Larson told him to go ahead and covered Carter as he sprinted to Mace. Mace had a bad leg wound, and Carter used a tourniquet to stop the bleeding. He sprinted back through fire to the Humvee and told Larson that he couldn't carry his weapon and Mace, too, leaving it with Larson. He went back and got Mace. All he could do was put Mace in the front seat of the Humvee for some protection and comfort.

Their radios were out, too.

Carter headed out into the open again to scoop up SGT Gallegos's radio. It was working. They made contact with the platoon sergeant, who organized some covering fire so they could pull back and retrieve Mace. Carter found a little.

SSG Romesha (the other Medal of Honor recipient from the battle) led the covering force that allowed Larson and Carter to traverse the 100 meters of open ground and get Mace to the aid station. (SGT Larson received a Silver Star for his actions that day.)

Carter took a breather, changing out of his shorts and T-shirt and into a combat uniform. He fought for the rest of the day as a sniper, at one point covering teams who were recovering the bodies of the American dead, and he also braved enemy fire to chainsaw down a burning tree to protect the aid station.

Reinforcements arrived about 12 hours after the initial attack to relieve COP Keating. Weather hampered the effort.

SPC Mace was kept alive through a superhuman effort by the COP's medical team, led by CPT Christopher R. Cordova, the squadron's physician's assistant, who gave his own blood to help Mace. (Cordova, too, received the Silver Star.)

When enemy fire subsided enough to get medevac helicopters to COP Keating, Mace was put aboard alive. He died later during surgery.

SSG Carter still hears him.



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STATUS REPORTS





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America's Army: Moving Toward 2020

By GEN Gordon R. Sullivan
U.S. Army retired
AUSA President

For more than 238 years, the U.S. Army has displayed unparalleled strength and endurance, accomplishing a multitude of tasks and missions at home and abroad on behalf of the American people. The American soldier continues to be the source of that strength, and the volunteers who make up the Army are among the most dedicated citizens our nation has to offer. It is their commitment that has seen the Army through its most difficult challenges.

There are still more than 50,000 soldiers engaged in combat operations in Afghanistan in addition to another 160,000 soldiers forward based or deployed on other operations in 160 countries around the world, making the U.S. Army a truly global force. The United States and its NATO partners have begun the process of turning over security requirements





Soldiers assigned to 2nd Squadron, 2nd Cavalry Regiment, secure a landing zone at the Joint Multinational Training Command's Grafenwoehr Training Area, Germany, in August. The air movement training was part of their preparation for an upcoming deployment to Afghanistan.

and responsibilities to Afghan military and police forces, but the job is far from done. U.S. soldiers will continue to deploy to Afghanistan at least through the end of 2014—and perhaps beyond—in order to ensure that Afghanistan has every opportunity to secure itself from becoming a haven for international terrorist organizations.

While the mission in Afghanistan continues, the Army is already undergoing significant changes in its size and shape. Earlier this year, the Army announced its largest reduction in combat forces in two decades. Twelve brigade combat teams from the active Army will be inactivated in the coming years. Accompanied by other structural changes, this represents the most fundamental alteration in the structure of the U.S. Army since World War II.



SGT Reuben Hottel with the 2nd Armored Brigade Combat Team, 1st Infantry Division, evades an ambush during Shared Accord 13 in South Africa. This biennial training exercise fosters regional relationships, increases capacity and furthers interoperability between U.S. and South African forces.

Force Structure Changes, Regionally Aligned Forces

The Army's combat operations in Southwest Asia—the longest in its history—have resulted in a force that is more experienced, more capable and more relevant than ever before. The unprecedented integration of the active Army, Army National Guard and Army Reserve is a strong foundation upon which the Army of 2020 is being built. Similarly, years of groundbreaking collaboration between the Army and U.S. special operations forces will continue to be a strength of the Army of 2020.

Land forces—Army, Marine Corps and special operations forces—are an essential component of a balanced joint force. Speaking earlier this year at the Atlantic Council, Army Chief of Staff GEN Raymond T. Odierno observed, "The thing I worry about is that in everybody's declaration that there's going to be no more ground wars, we need no more ground forces, that we're going to make the Army too small. I see nothing on the horizon yet that tells me that we don't need ground forces."

One of the most important lessons for the land forces—especially the Army—from the past decade of continuous combat operations has been the value of engagement at the human level, on the ground, in areas of potential conflict. The Army's plan to align forces with the regional combatant commands around the world will enable a network of human relationships that will prevent conflict in the future. If conflict should occur, however, having forces with the requisite cultural, regional, political and military awareness in a particular region will greatly assist combatant commanders in achieving their objectives.

Reserve Components

Similarly, during the last 20 years, we have seen the Army's reserve components make the transition from their historical role as a strategic reserve force that trained one weekend a month and two weeks every summer to a force that has proportionately shared much of the load of two very long wars, one of which is ongoing.



MG Luis R. Visot, U.S. Army Reserve Command (USARC) deputy commanding general for operations, leads officers and NCOs in a two-mile run at Fort Bragg, N.C., to celebrate the Army Reserve's 105th anniversary. Created in 1908 as the Medical Reserve Corps, USARC has become a vital complementary operational force.

We have come a long way toward appropriately integrating the active and reserve forces of the Army. That's why, nce 2003, AUSA's annual legislative resolutions have fully ntegrated our reserve component resolutions into all other xisting categories to emphasize the concept that there is nly one Army. This year's resolutions preamble states, "To ustain this force requires the institutionalization of reserve omponent practices and policies for its evolved role as an perational reserve. After a decade of war, it is a vital part f our operational Army. To maintain this integral compoent of the force requires assured access and end strength vels of 360,000 for the Army National Guard and 215,000 r the Army Reserve."

Budget Uncertainty

In spite of all that the Army has accomplished, the greatst challenge (and danger) it faces is budget uncertainty. hortfalls in the Army's annual base budget and in overseas ontingency operations supplemental funding, coupled ith the known effects of sequestration—a total of nearly 20 billion per year—are extremely difficult to deal with. On e other hand, continuing resolutions, uneven support for itical Army modernization programs, reprogramming inexibility and the lack of a key strategic vision for the armed rces make the task for Army leaders of forecasting, designg and implementing the force that will be needed in 2020 nd beyond almost impossible. This has left the Army with w alternatives and options as we move forward.

Earlier this year, to remain effective while dealing with scal uncertainties, the Army cancelled combat training cenr rotations, delayed depot refurbishment work, cancelled aintenance for vehicles that are not bound immediately r the current fight, froze civilian hiring, furloughed thounds of existing civilian employees and laid off thousands ore temporary workers. Training and readiness are sufferg. The situation will only worsen and the effects multiply er time.

Compounding the problem is the lingering and alarming misperception that sequestration has not had the negative impact on our nation that was originally projected by the current administration. We must be clear: For the Army and the other military services, sequestration has had, and continues to have, a devastating impact on the readiness of the force. It is a mindless and irresponsible budget reduction technique.

In response to the strict budget-cutting measures and the sequestration process established by the Budget Control Act of 2011, there will be an active Army troop reduction of 80,000 to an end strength of 490,000 by 2017. Without swift congressional action to resolve sequestration, that number could dip dangerously lower, and without adequate funding for training, modernization and manning, there is great danger that our Army and the armed forces will return to the "hollow force" of the past. GEN Odierno has been clear on the effects of sequestration: "If I'm asked to deploy 20,000 soldiers somewhere, I'm not sure I can guarantee you that they're trained to the level that I think they should be over the next two or three years because of the way sequestration is being enacted."

Whatever the force of 2020 ultimately looks like, it must be kept trained and ready—that is non-negotiable. Budget predictability across several years is essential so that end strength, modernization and readiness can be carefully balanced.

All-Volunteer Force

Since the mid-1970s, our nation and its military have relied on an all-volunteer force of dedicated Americans—less than 1 percent of the population—to staff the armed forces. There is universal agreement that this military force is the best the nation has ever produced. Its sacrifices over the past 12 years of war have brought about its success. The quality of the young men and women who make up this magnificent force has been assured by a compensation program that attracts and keeps the best and brightest for a career of service to the nation.

As fiscal pressures build, however, there is a growing and disingenuous undercurrent in some circles that drastic cuts to pay, health care, education, retirement benefits, commissaries and family programs are the only way to retain force structure and maintain military readiness. Unfortunately, this narrative demonizes those who serve and have served as somehow unworthy of the benefits they



CSM Daniel A. Dailey, U.S. Army Training and Doctrine Command's senior enlisted advisor, addresses future soldiers following a June 14 oath of enlistment ceremony in Philadelphia, where he also participated in activities to celebrate Flag Day and the Army's 238th birthday.

have rightfully earned. Some go as far as to say there is a sense of entitlement in the force. Let me be clear: Those who serve in the profession of arms are not just a workforce, and soldiers are not just civilian employees in uniform. The 1 percent of the U.S. population who serve and sacrifice are professionals, and they deserve to be compensated in a manner commensurate with the quality of their service.

Let's remember that it wasn't always this way. For example, a pay gap of 13 percent between soldiers and their civilian counterparts existed before 9/11. Thanks to the hard work of AUSA and others, that has improved. With soldiers still in the fight and their families still carrying a heavy load, now is not the time to ask those who have given so much to give more.

Earned deferred compensation—pay, retirement benefits and health care—are not entitlements. They are incentives to maintain this high-quality, career-oriented all-volunteer force we are all so proud of. If we are honest about keeping the soldier as the centerpiece of the Army, then we mu not break faith with the current or f ture force.

AUSA—Needed Now More Than Ever

The 2013 AUSA Annual Meetir and Exposition is the place for t Army to tell its story annually to o members and to national leaders. T keynote presentations by military ar civilian leaders, the Institute of Lar Warfare Contemporary Military F rums, Family Forums, the congre sional breakfast, and Army/Indust exhibits are but a few of the many a tivities that allow AUSA to carry t Army message and allow the Army showcase its role to a national and i ternational audience.

In today's challenging operationa fiscal and threat environment, AUSA needed more than ever. Our Army ar our nation face some of the most dif cult challenges seen in many decade yet the American soldier—the found tion of our national defense—never fails to step up, press o and do what he or she has been asked to do. Few organiz tions understand what that really means, and AUSA is at t forefront of that understanding. The nation can always cou on America's Army, and the Army can always count on i professional association, AUSA, to be there as the voice f the Army—support for the soldier.



CW2 Bethany Bump conducts her pre-flight routine in a UH-60 Black Hawk helicopter and checks with her crew chief before a mission on Jalalabad Airfield in Afghanistan's Nangarhar Province.



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Lessons of the Past Must Guide the Army's Future

By John M. McHugh
Secretary of the Army

Not long ago, I received a note from a civilian aide, one of a small number of local leaders who serve without compensation to better connect the Army with states and communities across the country. She wrote to me about a recent conversation with a "lieutenant colonel in [the National] Guard currently in Afghanistan who worries if he will have a job when he gets home." She also told me about a gathering attended by a small group of people from a local university. Those present debated whether there will be opportunities in the Army for those "who are now of high school age," if young men and women will "seek the Army not only to serve but to improve their character and hone leadership skills," and if there will still be a "place for





Australian Army/WO2 Andrew Hetherington

the best and the brightest." They wondered, too, over lunch, why "the defense of our nation was included in sequestration."



John M. McHugh *was sworn in as the 21st Secretary of the Army on September 21, 2009. Previously, he was a member of Congress representing Northern and Central New York. He served as the ranking member of the House Armed Services Committee with responsibility to oversee the policies and programs for DoD and each of the armed forces. He also served as chairman of the Morale, Welfare and Recreation Panel and as chairman, later ranking member, of the House Armed Services Committee's Subcommittee on Military Personnel. He served as a senior member of the House Committee on Oversight and Government Reform, and for six years he was the chairman of the Subcommittee on the Postal Service. From 1997–2004, he was a member of the House International Relations Committee, and from 2005–09, he served on the House Permanent Select Committee on Intelligence. He was also a 14-year member of the U.S. Military Academy Board of Visitors. Before becoming Secretary of the Army, McHugh was cochair of the House Army Caucus, a bipartisan organization that works to educate fellow House of Representatives members and their staffs about Army issues and programs. He began his public service career in 1971 as an assistant to the city manager of Watertown, N.Y. In 1976, he joined the staff of New York state Senator H. Douglas Barclay. He earned an MPA from the State University of New York's Nelson A. Rockefeller Graduate School of Public Affairs in 1977. Succeeding Senator Barclay in 1984, McHugh served four terms in the legislature's upper house before his election to the U.S. House of Representatives in 1992.*

None of the questions we new, but what most struck r about her note was that it i dicated that many of the sar conversations we've been ha ing at the Pentagon this pa year are resonating at lun counters and dinner tabl across America. It's fair to s that it will be a major pa of what we talk about at th year's Association of the U Army Annual Meeting and E position.

While the shrinking feder budget—and its impact on e strength, modernization a readiness—may have provid fodder for academic debate, has, importantly, dominated t defense agenda. Indeed, wh last year I wrote in part abo building the Army of 20 this year I'm equally concerned about what the Army w look like in October or the months that follow.

For years now, we've been preparing for a shrinking bu get and fewer resources. With the completion of our missi in Iraq and the scheduled drawdown in Afghanistan, v were advised to begin planning and were promised t time to get it right. Then sequestration took effect, som thing then-Secretary of Defense Leon E. Panetta said w designed to be so bad that "no one in their right mi would let it happen."

The across-the-board budget cuts mandated by seque tration have had an impact on virtually every aspect the U.S. Army, from equipment to quality of life. V have had to cancel combat training rotations and flig hours for helicopter pilots. Hundreds of thousands civilian workers across the Army and DoD were subject to mandatory furloughs and lost 20 percent of their pay f six weeks. We cut tuition assistance for soldiers and d ferred reset programs. Little was left untouched, and we s little hope for relief as these deep, indiscriminate a mandatory budget cuts remain the law of the land.

As Army Chief of Staff GEN Raymond T. Odierno and recently informed Army commanders, "The money is gon our mission now is to determine how best to allocate the cuts while maintaining readiness." Even if sequestration reversed, we have to take this opportunity to reshape t Army or we will be doomed to repeat mistakes of the pas

When GEN George C. Marshall was MAJ George Marshall, serving as aide-de-camp to GEN John J. Pers ing after World War I, he addressed a group of scho headmasters gathered in Boston. He spoke of a dangero cycle in war planning and the repeated failure to lea from past mistakes.

'Immediately following the termination of war," Mar-all said in 1923, "comes a new thought dominating all nds: the war debt, high taxes and their reduction. Econ-y is demanded by public opinion ... and a reduction of military establishment is the easiest" solution.

Marshall warned of the impact of such thinking on what today call readiness. He pointed to breakdowns in or-nization and preparedness caused by a lack of planning d funding that occurred throughout American history. pointed to GEN George Washington's Continental my, the young nation's land forces during the War of 12 and the early Union Army of the Civil War.

'History is filled [with]—in fact, it almost consists of—re-rkable repetitions," he said. When he delivered his eech, our nation was still grieving its losses from World r I. The military faced massive cuts in funding and man-wer, leading Marshall to observe, "The cycle is complete d we are moving today into the same predicament in ich war has always found us."

Nine months after Marshall's speech, Adolf Hitler would arrested in Munich following a failed attempt—the Beer ll Putsch—to overthrow the German government; and not g after victory in Europe and the Pacific, the cycle was to gin anew.

But it doesn't have to be that way.



GEN George C. Marshall

fter ending operations in Iraq and a scheduled draw-down in Afghanistan, the end of America's longest war is in sight. Consequently, we are, like Marshall, living through "a new thought dominating all minds." Unlike Marshall, we have the lessons of the past, re-ated warnings to manage a smaller budget and the op-rtunity to fundamentally reshape the Army. It's an oppor-ity we need to seize, the chance to show leadership and agination that gives our Commander in Chief the options needs, the power projection that deters our enemies, and ethal combination of organization and agility that will al-v our Army to go anywhere, anytime, to defeat any foe.



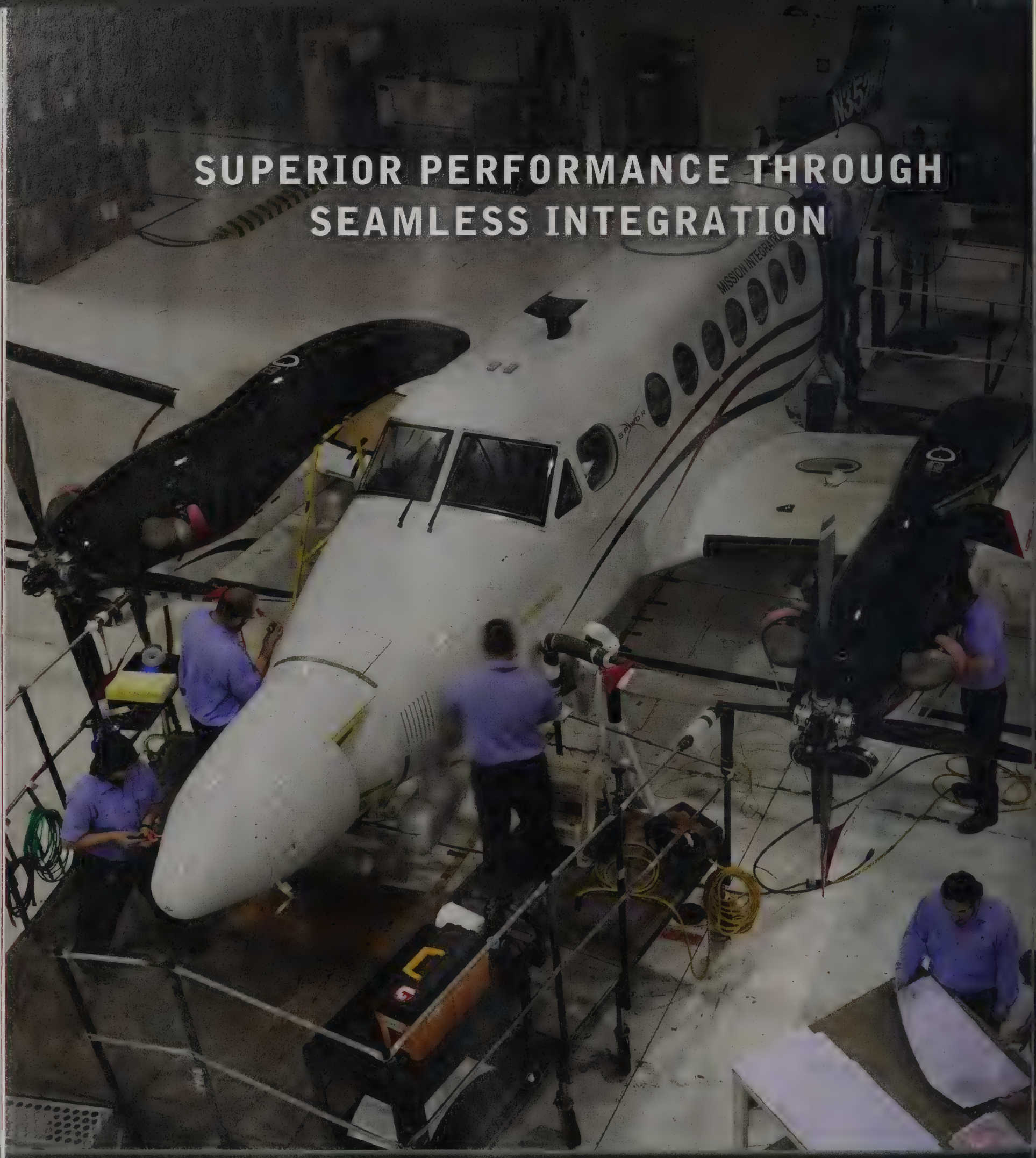
Regardless of the size of our budget or our force, we can achieve this with an adequate, appropriate mix of manpower, training and equipment. A smaller, well-equipped and highly trained force is better able to meet contingencies than a large force without training, or modern equipment with no skills or people to use it. Such is the nature of balance and our imperative to avoid creating a hollow Army.

Our first and most important responsibility, however, as we prepare for the end of more than a decade of conflict, is to continue providing our soldiers everything they need to successfully execute the fight they are in. We remain a nation at war, and regardless of the planning we must pursue, we can never lose sight of our fundamental duty to the here and now. In the near term, we also need to meet our responsibility to our soldiers as they transition from the battlefield to home stationing, and we need to do this in very important ways.

First, we must provide adequate care and support for our wounded warriors, whether it's tending to the visible scars of battle or treating the invisible wounds such as post-traumatic stress disorder. As President Barack Obama remarked, "For our wounded warriors, coming home doesn't mean the fight is over. In some ways, it's just beginning."

Second, we must ensure that the officers and NCOs on whom we've relied for judgment and leadership re-

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main active and engaged. We've given these young men and women remarkable responsibilities over the last dozen years, and they have performed brilliantly. Nevertheless, when I read leadership surveys that find nearly half of all soldiers and 58 percent of junior NCOs believe "the Army no longer demonstrates that it is committed to me as much as it expects me to be committed," I am deeply concerned that they simply don't recognize how much we value them and need them to be successful for the future.



That extends to our civilian workforce as well, which works side by side with its uniformed counterparts to ensure our soldiers get what they need when they need it. Army civilians have demonstrated time and again their commitment to our soldiers and their mission, and I worry that furloughs, lack of pay increases, hiring freezes and other workforce issues are taking a very high toll.

Finally, as large numbers of our forces return from Afghanistan, we need to re-instill across the Army a fundamental return to our core values: loyalty, duty, respect, selfless service, honor, integrity and personal courage.

I sometimes remind people that with an Army of 1.1 million soldiers—active duty, National Guard and Army Reserve—and another 330,000 civilians, we have a population larger than 11 states. If the Army were a city, it would e the nation's sixth largest. Like those cities and states, e struggle with problems inherent to a large population, su as alcohol and drug abuse, and suicide. The root causes f these problems are often the same as those found in hom and cities across America. A recent example is a study pu lished in *The Journal of the American Medical Association* t found the underlying reasons for an increase in milita suicide were the same as those in the civilian populati mental illness, substance abuse, and financial and perso relationship problems.



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We could make similar comparisons about another scourge on our force—sexual assault and abuse—of which we have had proportionally fewer such crimes and more success in prosecution than similarly sized populations. Not being as bad as some isn't good enough, however, not by a long shot. In an Army that lives and swears by a set of values, we expect—we demand—character within our ranks. As an Army, we do not follow; we lead, and we lead by our example. If we are true to our convictions, we must be honest about our performance, and we have failed in combating sexual assault within our ranks.

How can we protect a nation from its enemies if we cannot protect a soldier from the enemy within? Every commander, every leader, every soldier has a responsibility to help change the culture and create an environment of trust and respect, ensuring the safety of all soldiers—men and women—wherever their duty may call them. It's not only something we expect; it's something we demand.

This year, we marked the 60th anniversary of the end of America's Forgotten War—its Forgotten Victory—the Korean War. As we celebrated the gallant veterans who fought and served, the President noted that Korea holds important lessons for all of us today.

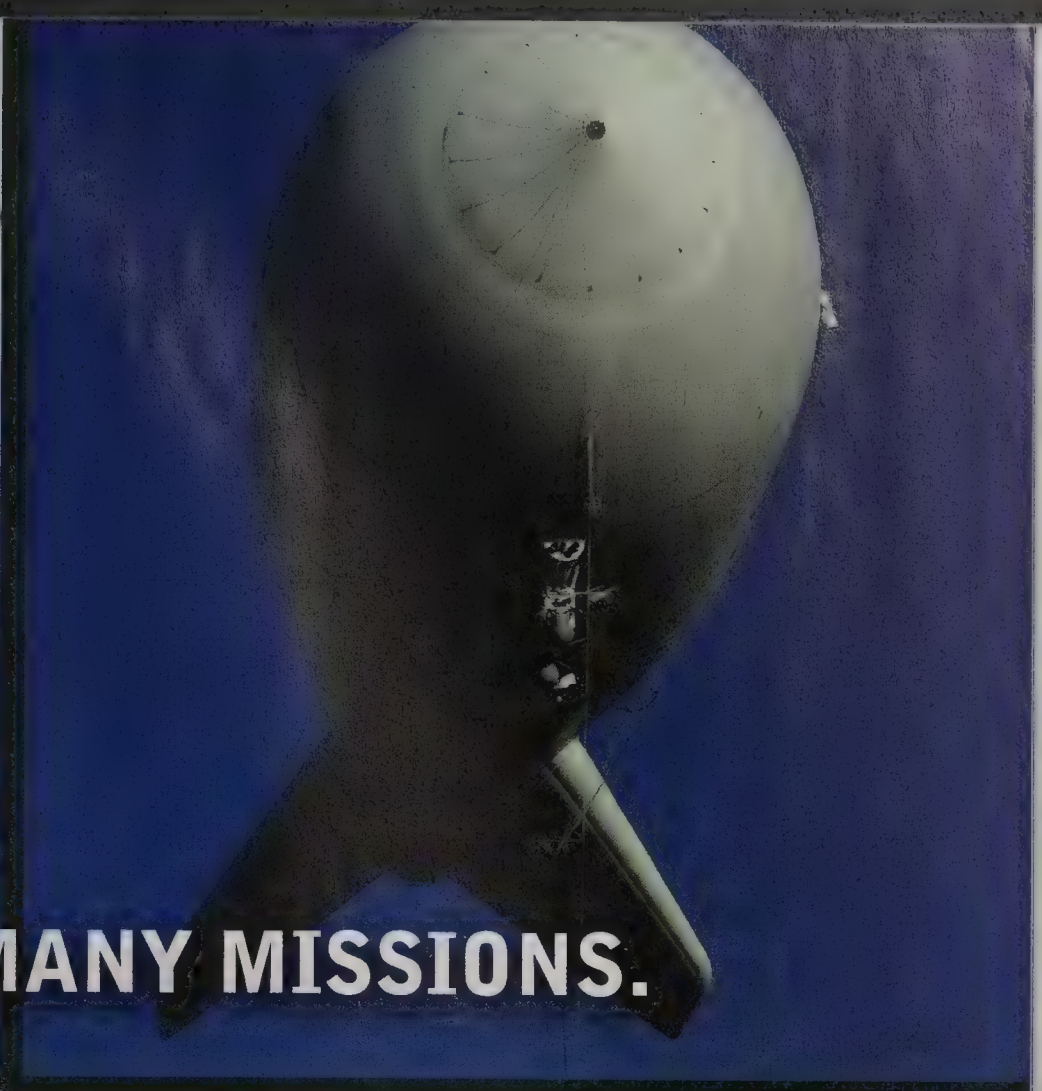
"Korea taught us the perils when we fail to prepare," he said, echoing Marshall's lament. "After the Second World War, a rapid drawdown left our troops underequipped, so that in the early days of Korea, their rockets literally bounced off enemy tanks. Today, as we end a decade of war and reorient our forces for the future, as we make hard choices at home, our allies and adversaries must know the United States of America will maintain the strongest military the world has ever known, bar none, always."

Through creative and determined leadership, keeping leaders who were forged in combat active and engaged supporting soldiers and their families, and caring for those coming home, we can do more than learn from history. We can create a better Army and a more secure future.

The men and women of the U.S. Army have proven time and again that they are the greatest force for good the world has ever known. Every decision we make must help ensure that they have what is needed for continued success—whether they are fighting on distant battlefields, responding to crisis on the homeland or living their lives in garrison. With history as our guide, that is our mission and that is our challenge.

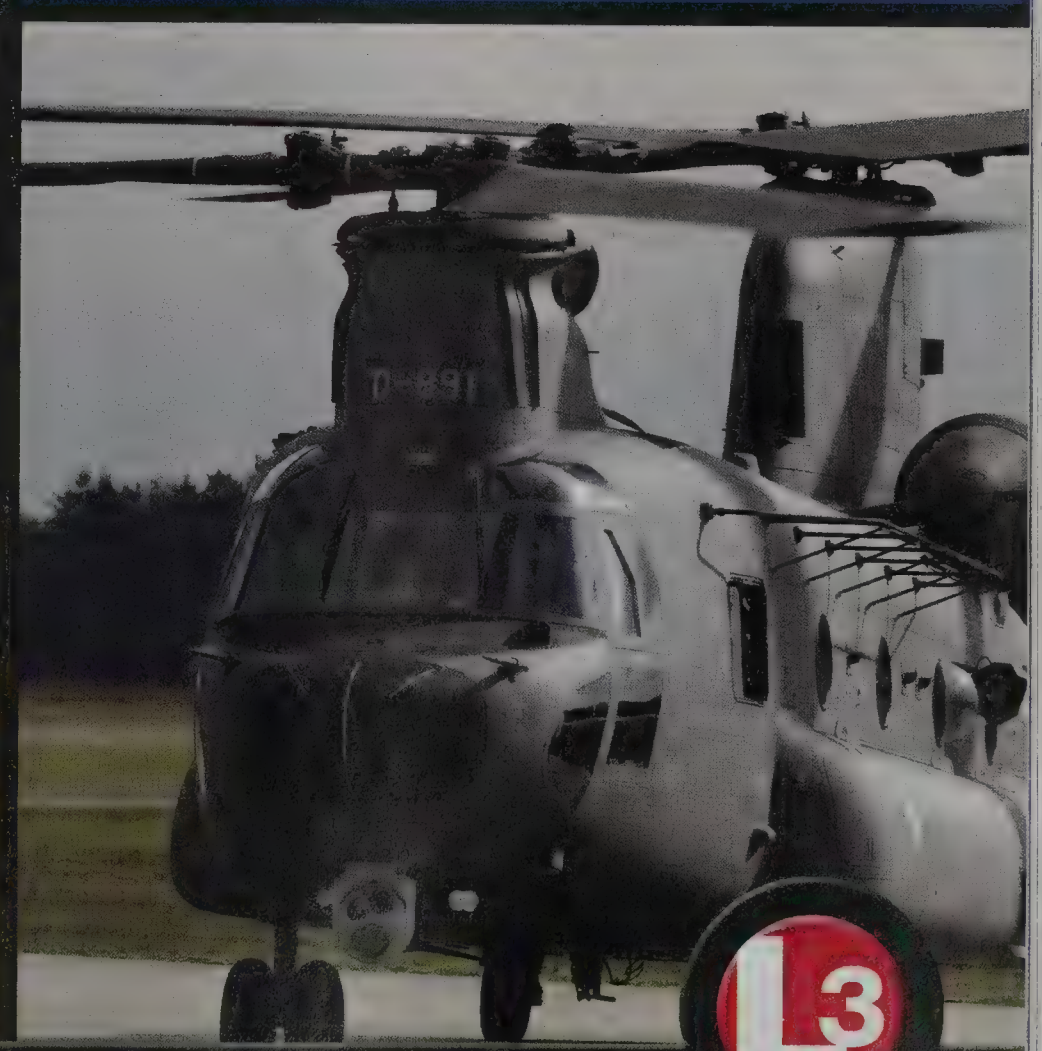






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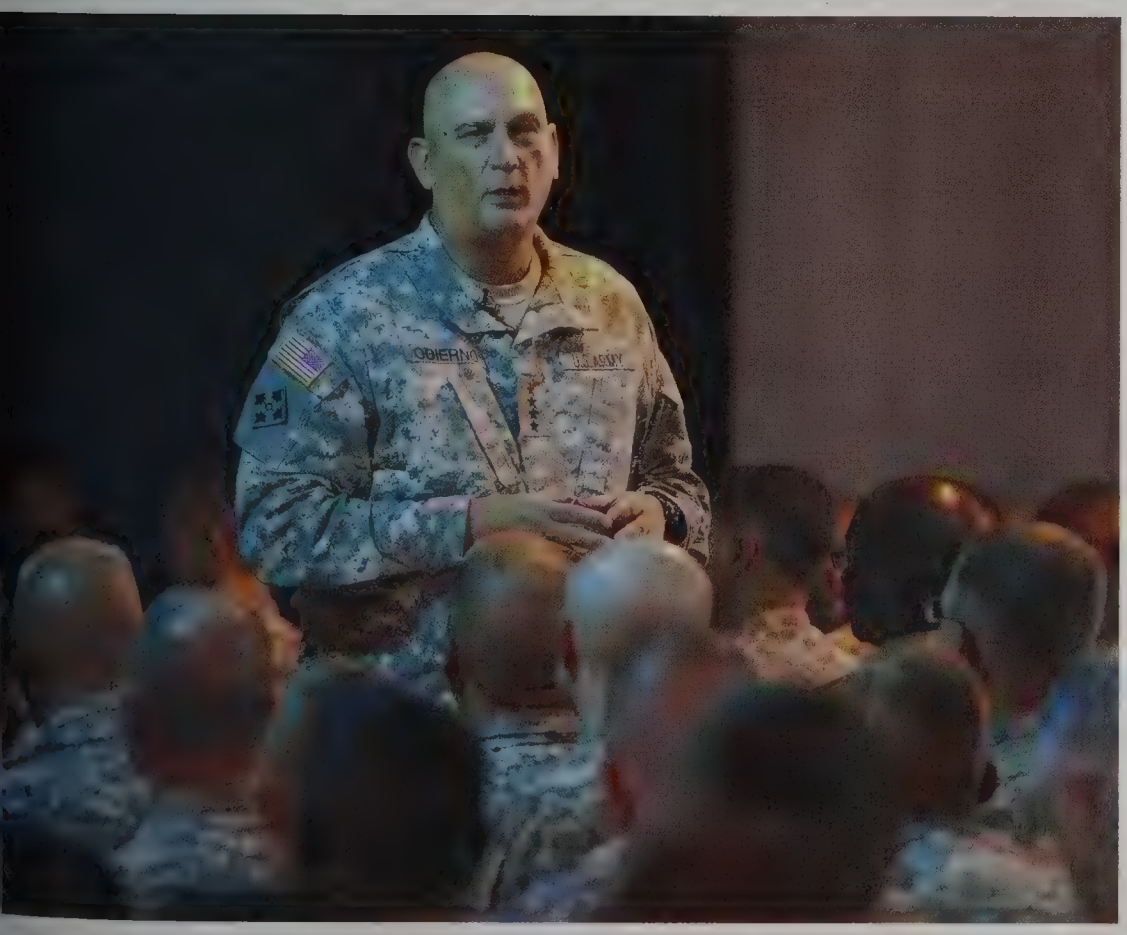

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The U.S. Army: Meeting the Nation's Strategic Priorities of the Future

By GEN Raymond T. Odierno
Army Chief of Staff

Over the course of the last year, I have visited with Soldiers deployed to Afghanistan, Djibouti and the Sinai; our units stationed in Korea, Hawaii and Europe; and our installations across the continental United States. At every location, our Soldiers, civilians and family members have inspired me with their passion, courage and commitment to their fellow Soldiers, our Army and the nation.

The sun never sets on Soldiers performing their duties. A typical day for the Soldiers of the active Army, Army National Guard and U.S. Army Reserve includes patrolling with the Afghan National



U.S. Army Chief of Staff GEN Raymond T. Odierno speaks to Soldiers deployed at Camp Lemonnier, Djibouti, about the future of the Army and the importance of their mission in the Horn of Africa.

Army, training new recruits in basic training at Fort Benning, Ga., standing watch on the demilitarized zone in Korea, manning missile batteries in Guam, conducting logistics training in Sierra Leone, improving disaster preparedness in Indonesia and fighting fires in northern California. It has been my privilege to lead the Soldiers and Army team members that make us Army Strong every day.

The U.S. Army has more than 70,000 Soldiers deployed, including almost 50,000 in Afghanistan and an additional 87,000 forward stationed in nearly 150 countries. Although we are gradually reducing our forces deployed overseas, now is not the time to take our eye off the ball. International threats and challenges are in the headlines every day; uncertainty and unpredictability in the security environment will remain for the foreseeable future.

Many of our Soldiers, civilians and families are understandably concerned about the future and continuing fiscal austerity. Our domestic budget challenges cannot be ignored, and the Army must do its part to restore fiscal discipline and contribute to our nation's economic strength. This fiscal uncertainty does not preclude us from leading change across the Army now. Given the complex and uncertain security environment, we cannot afford to stand still. Our political leaders and the American people expect us to be ready today and in the future. Therefore, we will move forward with institutional reforms we know are necessary to ensure the Soldiers of today are prepared to fight and win tomorrow.

In order to be ready for tomorrow, we must remain the most highly trained and professional all-volunteer land force in the world; uniquely organized with the capability and capacity to provide expeditionary, decisive landpow to the Joint Force; and ready to perform the range of m tary operations in support of combatant commanders defend the nation and its interests at home and abro both today and against emerging threats.

To accomplish this strategic imperative, we will focus five strategic priorities for the future:

- **Adaptive Army Leaders for a Complex World**
- **A Globally Responsive and Regionally Engaged Ar**
- **A Scalable and Ready Modern Army**
- **Soldiers Committed to Our Army Profession**
- **The Premier All-Volunteer Army**

Adaptive Army Leaders for a Complex World

In June, we released the 2013 *Army Leader Developme Strategy* to provide a comprehensive road map that w prepare Army leaders for the challenges our nation w face. It is vital that we develop the critical analysis skills our officers and NCOs so they better understand the co plexities of the strategic environment. In the early years their career, they must gain expert knowledge in their ba branch and MOS. As they progress, we must ensure th have a variety of assignments and experiences to bu strategic-minded officers and NCOs.

To accomplish this goal, we are expanding access a opportunities for broadening assignments, such as servi on the Army and Joint Staffs, tours in combatant co mands, advanced civil schooling, and assignments acr the various agencies of our government. We are reinvig rating the Army's education system to provide the rig education and training to the right individuals at the rig time, which includes curriculum changes across our scho houses and new standards for faculty and instructor sel tion and promotion.

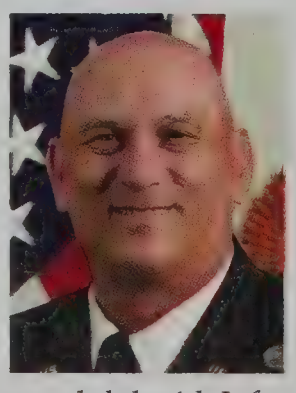
We will develop a more agile talent management syste that takes into account the individual needs, skills and a bitions of our people and synchronizes them better w Army requirements.

We will also institute new evaluation and assessme tools so we can identify our best talent and encourage lea ers to seek self-improvement.

Taken as a whole, our leadership development effo are about cultivating strategic leaders across our Arm This will ensure they are better prepared to lead Arm Joint and multinational teams to meet the demands of f ture contingency operations.

A Globally Responsive And Regionally Engaged Army

Over the past 12 years of war, the Army has conce trated on the capabilities needed to prevail in Iraq a Afghanistan. We will continue today and into the future ensure that every Soldier who deploys to meet operation commitments is well-led, -trained and -equipped to a complish the mission. As we continue the drawdown forces in Afghanistan, we will shift our focus toward t broader requirements identified within the 2012 Defen



GEN Raymond T. Odierno *is the 38th Chief of Staff of the U.S. Army. His previous assignment was commander, U.S. Joint Forces Command. He has commanded units at every echelon from platoon to theater, with duty in Germany, Albania, Kuwait, Iraq and the United States. GEN Odierno served as a brigade executive officer in Operations Desert Shield and Desert Storm, commanded the 4th Infantry Division during Operation Iraqi Freedom, and served as the commanding general, Multi-National Corps-Iraq (III Corps) for the surge of forces in Iraq. He then returned to Iraq as commanding general, Multi-National Force-Iraq and subsequently United States Forces-Iraq from September 2008 until September 2010. Other significant assignments include: arms control officer, Office of the Secretary of Defense; Chief of Staff, V Corps; assistant division commander (Support), 1st Armored Division; deputy commanding general, Task Force Hawk, Albania; director of force management, Office of the Deputy Chief of Staff for Operations and Plans; and assistant to the Chairman of the Joint Chiefs of Staff, where he was the primary military advisor to Secretaries of State Colin Powell and Condoleezza Rice. A graduate of West Point, he holds a master's degree in nuclear effects engineering from North Carolina State University and a master's degree in national security and strategic studies from the Naval War College.*

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Strategic Guidance. This means building an Army that is smaller and more modern and can execute many missions, at many speeds, in any environment. We will be a globally responsive and regionally engaged force.

We must build and then sustain our ability to fight and win whenever and wherever our national interests are threatened. To do so, we will reinvigorate an expeditionary mind-set across the entire force and improve our capabilities, including the ability to project power and force entry into denied areas and under austere conditions.

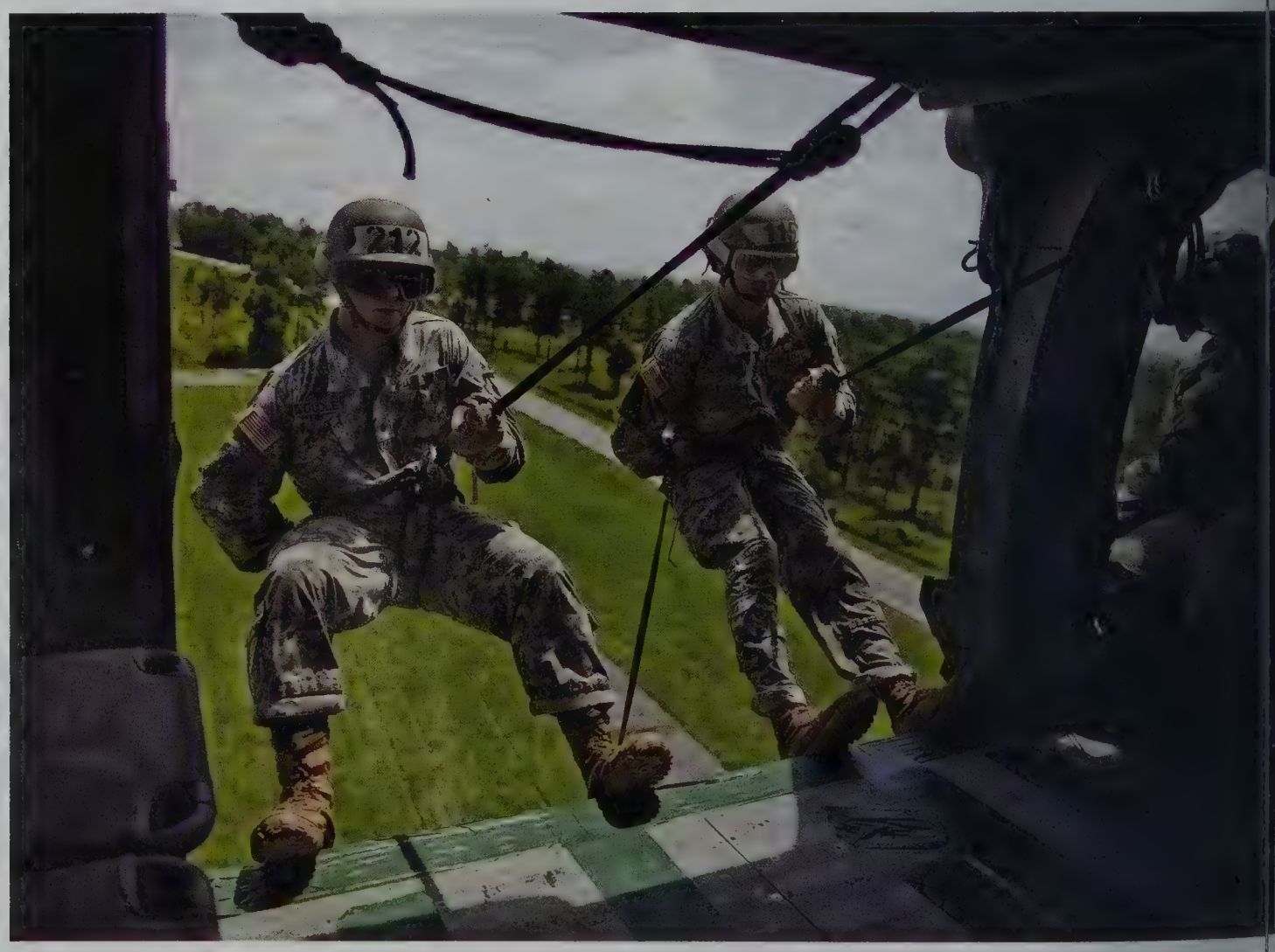
At the same time, the Army brings unique characteristics and capabilities that allow combatant commanders to shape and set their theaters and influence the security environment. We will further develop the regionally aligned forces concept to guide the development of habitually aligning corps, divisions, combat brigades and multifunctional brigades to combatant commands. Over time, we will develop our depth of regional expertise across the force through military-to-military engagements, coalition training, rotational forces, and exercises that allow us to build relationships with foreign armed forces and shape outcomes consistent with U.S. national interests.

We will build and sustain a numerically smaller, but increasingly capable, Total Army that can provide the Joint and multinational force with expeditionary and sustained landpower that includes our unique competencies in theater logistics, command and control, mobility at all echelons, and operational leadership. We will continue to adapt the Army's force generation process so the Army is increasingly able to tailor, scale and deploy force packages combatant commanders across the range of military ope tions. All this must be accomplished while we assure t readiness of forward deployed and rotational forces. T means maintaining an effective force posture and netwo of installations with capabilities to protect interests of t United States and our allies.

A Scalable and Ready Modern Army

To build a globally responsive and regionally engag force, we must ensure that we have the right mix of for and capabilities among the active Army, Army Natio Guard and Army Reserve. The reduction in authorized e strength will be heavily focused on the active force but w touch every component. This is necessary so we can bu readiness and continue modernization for the future. T Army will be in transition over the next five years. We w however, do everything necessary to mitigate the risk, build for the future so we can have operationally rea units to accomplish Joint expeditionary mission requi ments, and provide operational and strategic reserves.

Our focus for training and equipment will be on our ab ity to rapidly deploy, fight, sustain ourselves and win agai complex state and non-state threats in austere environme and rugged terrain. To accomplish this, we must rebuild t Army's capabilities in combined arms maneuver and wi area security operations, utilizing our combat training ce ters to challenge and certify our formations in a comprehe sive and realistic decisive action training environment.



ROTC Cadets Timothy Dudley and Nicholas Calderon move into position to rappel out of a UH-60 Black Hawk helicopter during the last phase of the Air Assault Course at Dickman Field, Fort Benning, Ga.



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SPC William Ware (left) and SPC Paul Wells with Company W, 2nd Battalion, 506th Infantry Regiment, 4th Brigade Combat Team, 101st Airborne Division (Air Assault) provide security at a meeting with local villagers during a recent patrol with Afghan Uniformed Police near Forward Operating Base Salerno in Khowst Province, Afghanistan.

Additionally, it is critical that we conduct tough, realistic, multi-echelon home station training utilizing our live, virtual and constructive capabilities to efficiently and effectively assure individual, leader and unit competencies. We must also leverage multi-echelon Joint and multinational command post exercises, staff rides, simulations and Military Career Transition Program-supported training events to produce regionally capable Joint Force land component commanders and joint task forces.

Our modernization programs will be Soldier-centered in order to improve equipment and system lethality, survivability, mobility, and network functionality to ensure that the American Soldier remains the most discriminately lethal force on the battlefield. Additionally, future threats will not be limited to a traditional battlefield, so the Army must prepare units for new and emerging missions in areas such as space, cyberspace, missile defense and countering weapons of mass destruction. Army operations will be an integral part of the Joint Force to include unique enabling capabilities such as aviation, intelligence, engineers, logistics, medical and special operations that will remain critical to the combatant commanders.

We will be able to afford to procure only the most critical weapon systems and programs. We will sustain procurement of proven technologies that provide our Soldiers with capabilities that assure tactical overmatch in every battlefield environment. Our science and technology investments will focus on the potential of emerging game-changing landpower technologies that will counter emerging threats and thereby ensure that Army formations retain a decisive materiel edge across the range of military operations.

Soldiers Committed to Our Army Profession

The foundation of the Army's strength and the basis of our past and present success are due to the professionalism of our force. We must preserve the earned trust of the American people who place their confidence in our Army as a profession. The foundation of our Army's strength is the demand that all of us live daily the values of our profession and x hibit the character, competence and commitment that r hallmarks of an Army professional. Serious problems, su as sexual assault and sexual harassment, hazing, and toi leadership are insider threats to our Army that we mu eradicate. We do this by enforcing a professional envir ment that respects the individual dignity of every Solc and civilian, allowing them to realize their full potential.

We also continue to earn the trust of the American peol by renewing our commitment to our Army profess through honorable service, maintaining esprit de corps a having a professional stewardship that has marked t Army's heritage as a defender of our nation in peace a war since 1775. The 187 campaign streamers that adorn t Army flag today are proud testimony to our Army's s vice. Together, we serve as One Army: Soldiers, civili and families of the active Army, the Army National Gu and the Army Reserve. We share our professional ethic; are one force, committed to the defense of our nation a our way of life.

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SPC Wesley A. Coble and SGT Victor Alcantar, combat engineers assigned to 1st Platoon, 43rd Engineer Company, 2nd Squadron (Sabre), 3rd Cavalry Regiment, find cover behind a "blast blanket" after detonating an entryway with explosives at a subterranean tunnel complex at Fort Hood, Texas. The Soldiers were taking part in a training event designed to develop tactics, training and procedures for emerging battlefields.

Twelve years of war have taught us the importance of resilience in our Soldiers, civilians and families. Individual resilience can be built, maintained and strengthened when viewed as an enduring concept and acquired through regular training. The ready and resilient campaign helps us improve the physical, mental, emotional and spiritual resilience of our Soldiers, civilians and families by integrating and synchronizing multiple efforts and programs for our Army family. The goal of the campaign continues to be the holistic and collaborative approach to helping our Soldiers, civilians and families increase their ability to deal with the rigors and challenges of a demanding profession.

The Premier All-Volunteer Army

This year we celebrated the 40th anniversary of the creation of the all-volunteer Army. Our overwhelming success as an Army has led many to believe that our nation's best young men and women will always volunteer to serve; however, our ability to recruit the best is directly linked to how we honor the service and sacrifice of our Soldiers, veterans, retirees, wounded warriors and their families.

We are extremely grateful for the high-quality care and compensation our nation has afforded our servicemen and servicewomen over the last decade. Military manpower costs, however, remain at historic highs. As we go forward, we must develop compensation packages that reduce future costs, but at the same time recognize and reward our Soldiers and their families for their commitment and sacrifice. Changes to the rate of increases for pay and entitlements and modest increases to health care contributions are necessary to allow us to maintain a ready force. It is our solemn duty to our Soldiers and the nation to ensure th they are ready to fight when called upon to do so. We m make choices that preserve the high-quality, all-volunt force as the most critical component of a ready Army.

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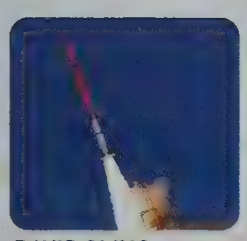
Every day, I am humbled to represent the 1.1 million Sl diers, 255,000 Department of the Army civilians, and 4 million family members of the U.S. Army. Every segment our community has volunteered to serve the nation, ad each one of them has been essential to our success. I a proud to stand beside those who raise their right hand defend the Constitution of the United States. Throughou our history and over the course of the last 12 years of wa have seen firsthand how U.S. Army Soldiers have serv with the competence, character and commitment that a great nation deserves. They represent who we are and w we have been for 238 years, and they inspire me every si gle day with their dedication. Finally, we could not do w we do without the steadfast support of our families and t American people. No Soldier stands alone. Army famil and the communities that support them have shown us t meaning of resilience, sacrifice and untiring devotion.

As we go through these trying times, I promise you o thing: Today, we are the best Army in the world. Two ye from now, we will be the best Army in the world. F years from now, we will be the best Army in the wor and 10 years from now we will be the best Army in t world. Your sacrifice and dedication will not be forgott The strength of our nation is our Army, the strength of a Army is our Soldiers, the strength of our Soldiers is a families, and that's what makes us Army Strong.





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NCOs Must Lead In This Period of Uncertainty

by SMA Raymond F. Chandler III
Sergeant Major of the Army

Our Army is at a crossroads. We are less than 15 months from our departure from Afghanistan. Our nation is facing significant budgetary challenges that could affect our readiness, modernization and benefits for several years. We are reducing the size of our Army at the same time we are expanding the reach of our NCOs. In short, we are in transition. Enlisted soldiers are at the vortex of this change.

Even as we transition in these many ways, we must remain ready to confront any number of threats. As the Chief of Staff of the Army has stated, it is imperative that the Army perform three vital roles for the nation: prevent war, shape the international environment and, if called upon, win decisively and dominantly.



Right now, we have more than 150,000 soldiers deployed and forward stationed in nearly 150 countries around the world. As proven time and time again over the past 12 years, our soldiers—and especially our NCOs—continue to do all we ask of them and more, whether they are on a combat outpost in Afghanistan, a humanitarian relief mission in Haiti, a forward presence in South Korea or a civil-military operation in the United States.

During my visits to posts, camps and stations around the nation and locations overseas, I have heard stories from our soldiers, their families and our Department of the Army civilians. The past 12 years have been difficult, but collectively we have demonstrated our commitment, professionalism and resilience. Each of us has played a part in successfully completing every mission we have been given, in turn securing the trust of the American people and the elected officials who govern our nation.

These achievements have been made possible because of the increased operational readiness and deployability of our soldiers. Soldiers from our Army National Guard and Army Reserve have seamlessly worked side by side with the active component. This will continue to pay dividends for our Army and the nation if we continue to communicate across the force and create opportunities to maximize and synchronize our unique capabilities.

Since September 11, 2001, we have been focused on counterinsurgency operations. As we transition out of Afghanistan, however, our focus will shift to decisive action operations—wide-area security, combined arms maneuver, civil support and other missions.

The intent of the Chief of Staff as we move forward is to sustain a highly trained, professional, all-volunteer Arm that remains the most decisive land force in the world. will be globally responsive, regionally engaged, an uniquely organized and equipped to provide expeditiona landpower to the joint force. Our soldiers will be read and capable of performing military operations and conti gencies in support of combatant commanders to defen the nation at home and abroad both today and again emerging threats.

One of our main focuses in sustaining the Army of 20 is the development of regionally aligned forces to me combatant commander requirements through an adapte Army force generation model. This will allow us to lea and be more culturally attuned to what is going on in th operational environment. We will ensure that we alloca forces for planning in order to have better synchronizatio of how we have used the joint force—maritime, air an ground forces—and we will learn to tailor those in order support the combatant commanders. An increasingly d verse Army will support this effort.

By looking at studies and surveys from academics an think tanks, Army leaders know that higher levels of e pertise, varied experiences and a broader knowledge ba are all essential to having agile and adaptable NCO Therefore, as the Army moves toward 2020, we will inve more effort in making NCOs capable of doing more tha we have ever asked of them.

Over the past few years, we have implemented signi cant initiatives related to the way we develop our NCO These include the connection between structured self-d velopment and an NCO's ability to attend the next level the Noncommissioned Officer Education System (NCOE and the development of revamped NCO evaluation r ports expected next year. These changes will be importa tools to give commanders the ability to focus NCO talen and education on tactical, organizational and strategi level priorities.

At the most senior levels of the NCO Corps in the acti Army, we have also been managing our sergeant maj population. We ensure that the best qualified sergean major are chosen to advance and that they have both com mand sergeant major and staff sergeant major experien as they move from battalion to brigade level and beyon Part of this oversight includes a focus on "broadening a signments" into positions that make NCOs well-rounde and increase their knowledge of strategic-level concerns.

Over the past two years, we have incorporated traini at the current level of soldiers and also at the next high level within the NCOES. For example, the Warrior Lead Course was designed for the team leader at the sergeat level. We have expanded that to incorporate training n only for the team leader but also for the squad leader. Th was done to take into account what the Chief of Staff sa we need for our Army in 2020 and the NCO's role as part that. As we move forward, we are also looking at incorp rating the Army learning model and leader developme strategy into NCOES courses even more than they are no



SMA Raymond F. Chandler III *was sworn in as the 14th Sergeant Major of the Army in March 2011. Previously, he served as the 19th commandant of the U.S. Army Sergeants Major Academy (USASMA), the first enlisted commandant in USASMA history. As Sergeant Major of the Army, he serves as the Army Chief of Staff's personal advisor on all enlisted-related matters, particularly areas affecting soldier training and quality of life. He devotes the majority of his time to traveling throughout the Army observing training and talking to soldiers and their families. SMA Chandler sits on a variety of councils and boards that make decisions affecting enlisted soldiers and their families and is routinely invited to testify before Congress. He has held a variety of leadership positions throughout his career, ranging from tank crewman to command sergeant major. He has served in all tank crewman positions and has had multiple tours as a troop, squadron and regiment master gunner. He has served in the 1st Infantry Division (FWD), 2nd Infantry Division, 4th Infantry Division, 1st Cavalry Division, 3rd Armored Division, 2nd and 3rd Armored Cavalry Regiments, U.S. Army Garrison (Fort Leavenworth, Kan.) and the U.S. Army Armor School. SMA Chandler holds a bachelor's degree in public administration from Upper Iowa University.*

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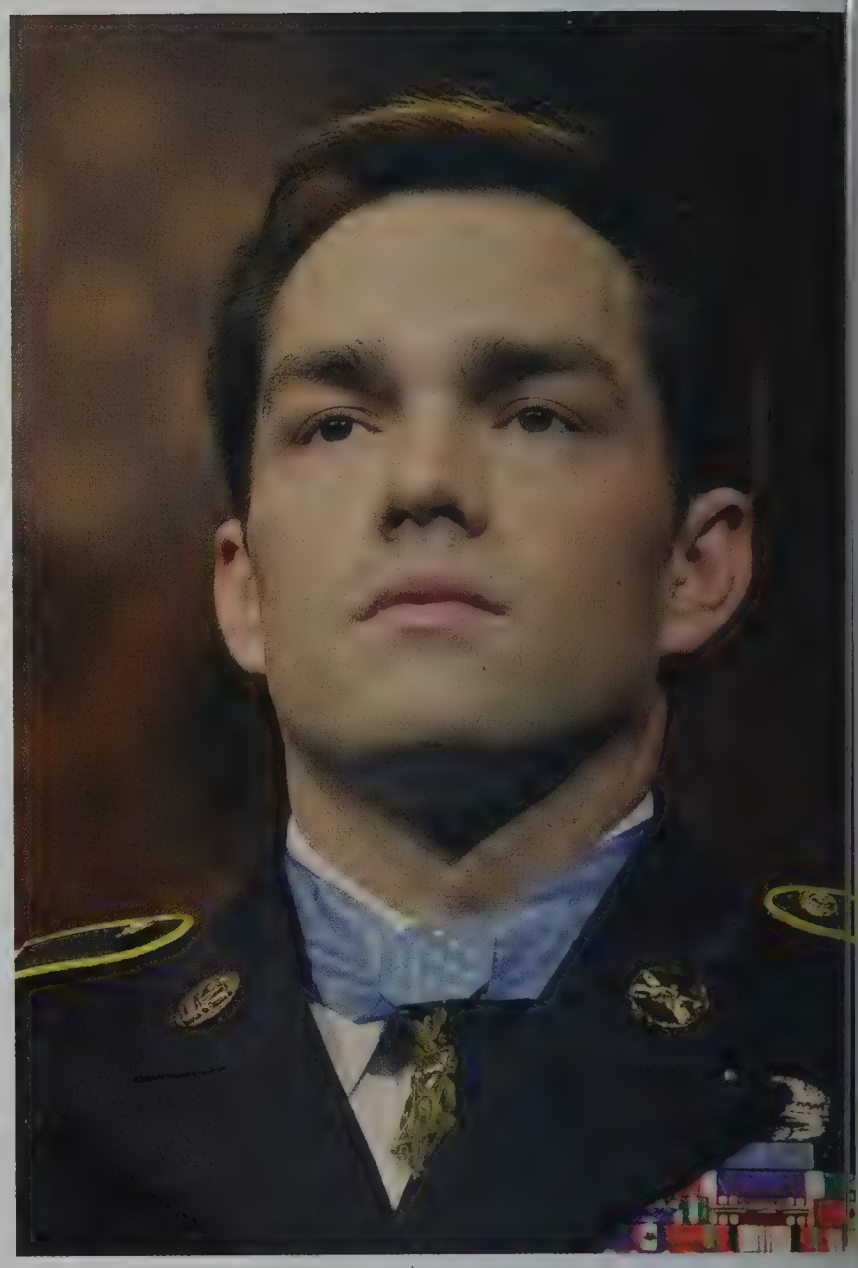
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Former SSG Clinton L. Romesha, Medal of Honor recipient



This will likely mean that not every NCO who attends a course will pass. When we have soldiers who do not meet standards, they will be disenrolled because of various issues such as physical fitness, weight control or academics. Our profession demands that we "self-police." Those who cannot meet the standards are not certified to go to the next level, but they will be given an opportunity to retrain, since everyone should have another chance. If that does not work out, then they will not graduate and that will affect their career potential.

Each of us must be ready to test our mettle, challenge our minds and live up to these standards. We must be the flexible, agile, adaptive, critically thinking NCOs needed to fight and win our nation's wars as well as every other mission sent our way. The key to this success is our professionalism.

As we move forward and our force goes through changes in size, focus and capabilities, we must ensure we provide needed leadership to those in our charge. This applies to all NCOs, from corporal to Sergeant Major of the Army. We must instill in those we lead the importance of our Army profession, how we demonstrate that and why it must be part of every action we take and decision we make.

From the time we raise our hands and swear to defend the Constitution to our promotions to NCO, we have made solemn promises to live up to certain responsibilities. They are embodied in the three Cs of our professionalism: character, commitment and competence. We are reminded of these by:

- *Our warrior ethos:* "I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade."
- *Our NCO creed:* "No one is more professional than I."
- *Our Army values:* loyalty, duty, respect, selfless service, honor, integrity and personal courage.

These form the framework of our profession and are nonnegotiable. Our Army needs every NCO to be an uncompromising standard bearer now and into the future. The soldiers they lead deserve nothing less. The American public is rightfully proud of each NCO for choosing to serve the nation, but Army service cannot be just words. Our Army is an organization of action, and our leadership and commitment to the Army and our fellow soldiers must also be demonstrated by our actions.

To support our efforts in doing this, the Army created Army Doctrine Reference Publication 1, "The Army Profession," which was published this year on the Army's birthday, June 14. This manual has been approved for distribution and use in professional development programs throughout the Army. It is the first publication in the Army's long history that is solely dedicated to establishing a common understanding of the Army profession.

NCOs must not only be well acquainted with the website and resources of the Center for the Army Professi and Ethic; they must also ensure that soldiers understa the role they play in the success of their unit, the Army a our nation.

Over the past year, I have witnessed the presentation two Medals of Honor to two NCOs, SSG Ty M. Carter a former SSG Clinton L. Romesha. Both earned our high military honor through their valor at Combat Outpo Keating in Afghanistan on October 8, 2009. They, alo with the other 52 soldiers assigned to 3rd Squadron, 6 Cavalry Regiment, demonstrated their military experti honorable service, esprit de corps and trust in each other hallmarks of our Army profession. Even in the face overwhelming adversity, they relied on their abilities, th positive outlook and their commitment to the soldiers their left and right. SSG Carter said the battle that day w "one team/one fight" and everyone did what he could keep each other alive. The families of those who lost th lives that day can be comforted in some way by that co mitment and the actions taken to defend and care fr brothers in arms.

We should be proud of our achievements, but our Arm faces some formidable challenges as we move ahead. We will overcome them because of the resilience and capabilities each of us has earned over the past 12 years of livi



Medal of Honor recipient
SSG Ty M. Carter

to our warrior ethos. While our senior leaders and
ected officials address these challenges, Army leaders—
th NCOs and officers—must preserve the readiness and
prit de corps of their Army team: soldiers, their families
d Department of the Army (DA) civilians. No matter
nat the situation or circumstance, we leaders must pro-
de a measure of predictability to our team. We do this by
aring as much information as soon as possible so sol-
ers can understand what is going on, how it affects them
d their families, and how we can support the things they
ant to accomplish in life.

hough we may have a smaller budget than those we have been given over the past 12 years, the Chief of Staff said we are going to train to the highest proficiency level given the resources we have. Some units, depending on where they are in the Army force generation cycle, may have sufficient money to go through a mbat training center rotation. Others who are further ck in the Army force generation cycle might receive ough money to do only squad- or platoon-level training, t they must still get their team to higher levels of profi-ency. We must understand which tasks are going to give the highest payoff and make sure we have conducted hearsals so that when we do the training event, we get e most out of it. We must also continue to look for cre-ve solutions.

While drawdown and budget concerns might be out of our control, our Army has other challenges that can and must be addressed. These challenges are largely focused on indiscipline within our ranks and leaders who are not actively engaged with their soldiers. Two of the top challenges we face from within our Army are suicide and sexual assault and harassment.

In almost every incident of suicide in the Army, there seems to have been someone who knew something was wrong. As engaged leaders, we must know those we lead—and that means more than a boot size and a PT score. Take the time to learn what motivates soldiers and what demotivates them. It does not matter if you are a command sergeant major talking to a soldier from your formation or a battle buddy checking in on a friend; you need to listen and take action if needed. Our NCO creed directs us to ensure the welfare of our soldiers.

The incidents of sexual assault and harassment in our ranks are also troubling. These are crimes committed by soldiers against soldiers. We are held to a very high standard by the American people, and that is one reason they hold us in such high esteem and trust us. Just as importantly, we must have trust between soldiers.

Our Army's first priority must be to encourage soldiers to come forward—and when they do, to believe them. We must not be skeptical. There is an answer for someone who comes forward and makes a false statement, and we will handle that, but in 99 percent of cases, something happened, and we must do our part as NCO leaders.

The challenges we face now—both those that we can and cannot influence—should not be seen as obstacles to leadership. They should be seen as the building blocks of leadership development and the foundation of trust for those who will look to us to provide our commitment and professionalism.

My wife, Jeanne, and I have been privileged to visit our soldiers, Department of the Army civilians and families at many posts, camps and stations over the past year. We are proud of them and impressed by their commitment, professionalism and ability to remain resilient.

It takes a very special person to serve the nation and agree to do so in harm's way, but our soldiers and DA civilians continue to do this. The support that our professionals receive from resilient families is equally special. I encourage all to be proud of what they do to make our Army and our nation strong. Collectively, we have succeeded in every mission we have been given over the past 12 years. No matter what challenges lie ahead, I am sure we will continue to succeed. The strength of our nation is our Army. The strength of our Army is our soldiers. The strength of our soldiers is our families. These strengths make us Army Strong. ★



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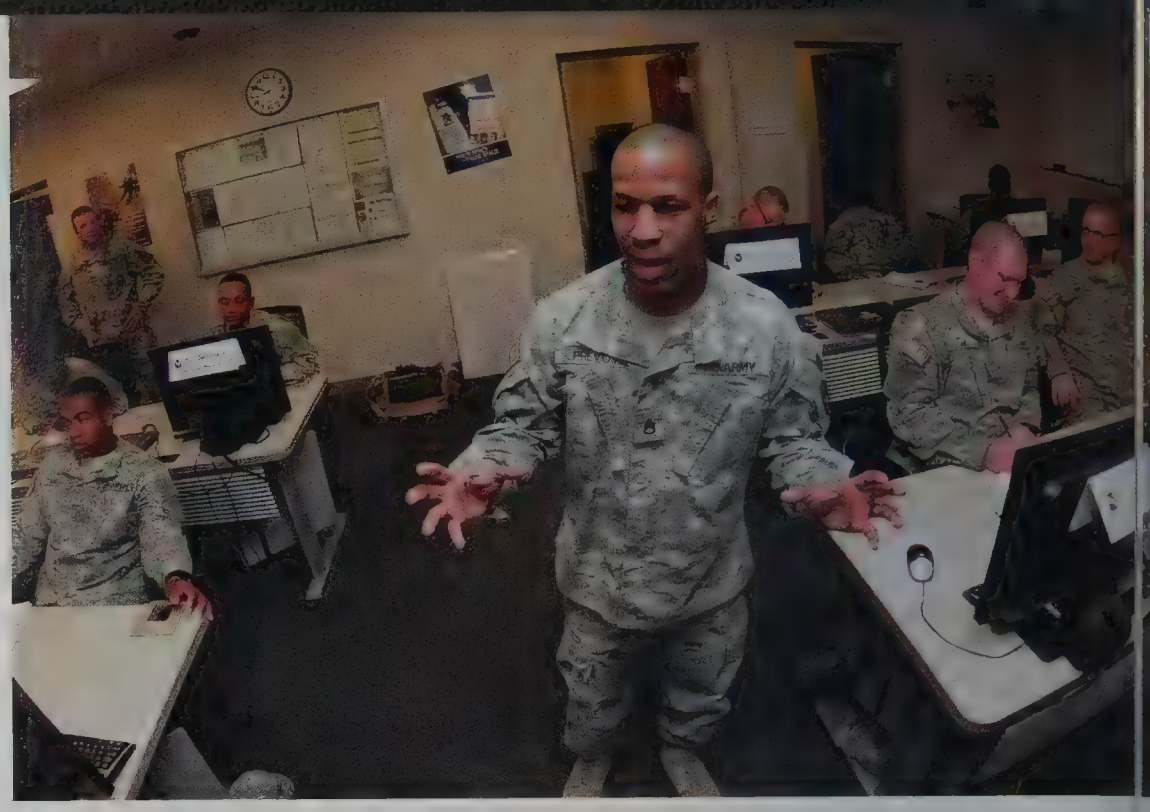
Supporting Soldiers, Civilians and Families

By Thomas R. Lamont
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

The Army is working carefully and deliberately to create a smaller force that meets the projected demands of our nation's changing national security environment while ensuring the viability and future of the all-volunteer Army. The Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs—ASA (MRA)—plays an integral role in making these changes. We recognize that our greatest moral obligation is to guarantee that our nation's sons and daughters are properly trained and equipped to defend our country, both on American soil and abroad.



People are the most important element of our Army, and we spend more than half of our total budget on them. As we manage increasingly constrained resources, we must balance the size of the Army with the requirement to ensure readiness.



SSG Paul Prevot, a U.S. Army Reserve instructor, guides advanced individual training students through the Transportation Management Coordinator Course at the U.S. Army Transportation School, Fort Lee, Va. The school continues to implement elements of the One Army School System, cross-training active duty and reserve instructors so they perform to the same standard.

We must balance resourcing for critical soldier-focused efforts—such as continuing education, suicide prevention, sexual harassment and assault response and prevention, and family programs—with the requirement to train and equip our soldiers, ensuring success on today's complex battlefields.

Military Drawdown

The drawdown of our military end strength that started in 2012 continues. Based on the projected effects of sequestration, it will likely accelerate. The Army intends to closely and deliberately manage this drawdown. We took heed of the lessons learned in the 1990s and are taking the steps necessary to ensure that the Army remains a balanced force of the highest quality possible. Maintaining a predictable drawdown ramp closely linked to reductions in force structure will allow the Army to reduce end strength while sustaining healthy accession rates and minimizing involuntary separations. We must be precise in executing this drawdown to ensure both the readiness of the current force and the future of the all-volunteer Army.

Implementing Total Force Policy

Last year, the Secretary of the Army signed the Army total force policy—a landmark document in the Army's history. Given all the talk about downsizing, budget cuts and sequestration, it is important that the Army remains committed to this policy. As the Army gets smaller and conducts fewer overseas operations, both the U.S. Army Reserve and the Army National Guard will remain vital elements of the total force.

Implementing the policy is about more than just how many reserve component units the Army activates. It is fundamentally about the integration of the active and rese components. Evolving the way we train and deploy toget is vital to the Army's future. The One Army School Syste which integrates active and reserve component schools, a the use of technology to conduct integrated Mission Co mand exercises, are essential elements of training as a to force. The Army is updating all of its publications to ref the total force policy, and it plans to use all resources av able to maintain a trained and ready total force.

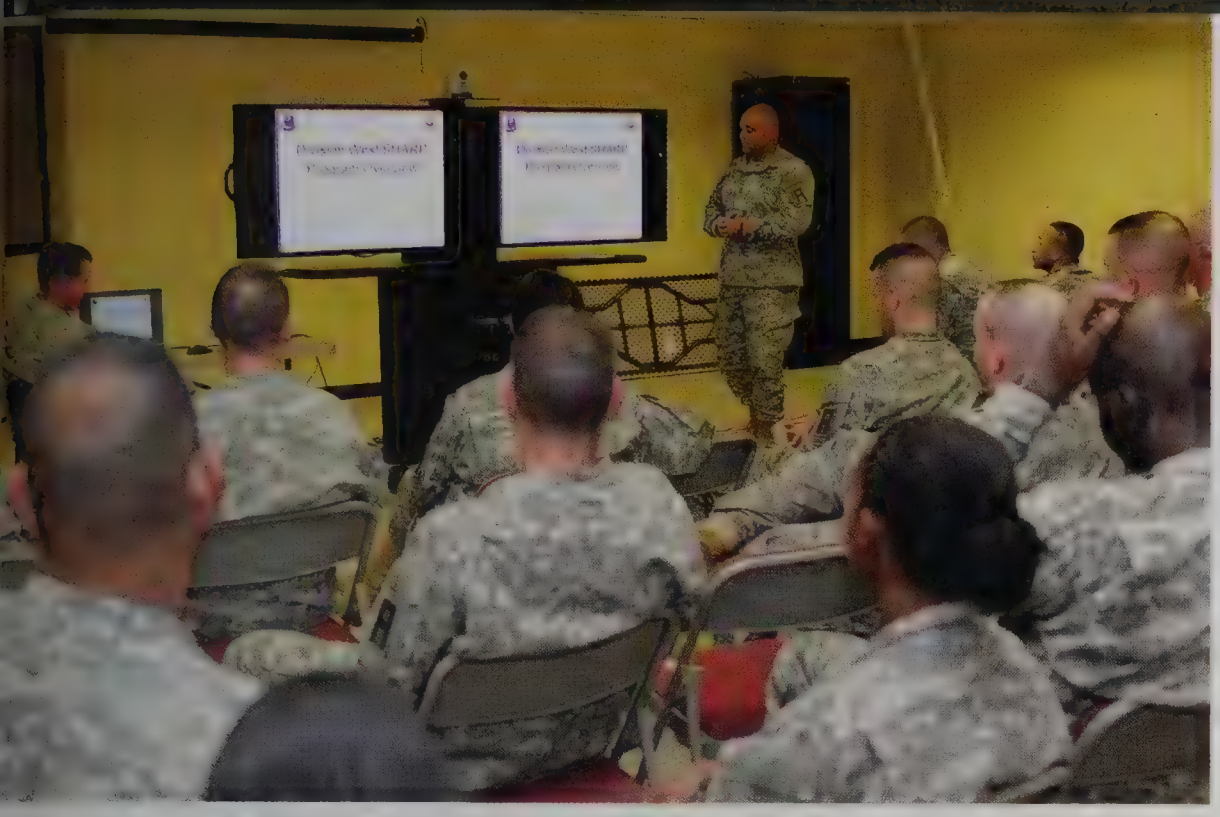
Building Resilience and Respect

The Army family comes from every community acr our diverse country and joins together to protect, serve a live according to Army values. These values are the fo dation of our shared culture, and we are bound by duty foster a culture of respect and dignity. As such, we contin to address the tragedy of suicide in our ranks. Army le ers at all levels are committed to eliminating the negat stigma associated with seeking help; building physi emotional and psychological resilience in our soldiers, partment of the Army civilians, and their families; and suring that anyone who may be struggling gets the help or she needs. It is the shared responsibility of the en Army community to ensure the well-being of our fell soldiers, veterans, coworkers and family members.

We are also building a culture that does not tolerate s ual harassment or sexual assault. We must protect our diers from ever becoming victims of a sexual crime, and crime does occur, we must protect the rights and dignit victims and treat them with the utmost care and comp sion. Every allegation of sexual harassment and sexual sault must be adjudicated appropriately and thorough and fairly investigated. A climate and culture consist with our Army values in which every individual has tools, support and opportunity to achieve his or her full tential is the expectation. Part of building this kind of p tive culture is reducing the stigma associated with rep ing sexual harassment and sexual assault, thus elimina the "bystander" mentality that tolerates sexual harassm Sexual assault is often preceded by sexually harassing havior. Thus, correcting behavior associated with sexual rassment can stop sexual assault before it starts and lea



***Thomas R. Lamont** is the Assistant Secretary of the Army for Manpower and Reserve Affairs. He is the former chairman of the University of Illinois Board of Trustees and served as a judge advocate general in the Illinois Army National Guard for more than 25 years. He was the Illinois Staff Judge Advocate and retired as a colonel in 2007. He received his bachelor's degree from Illinois State University and earned his law degree from the University of Illinois College of Law.*



SFC Rickey Sanders, First Army Division West Sexual Harassment/ Assault Response and Prevention (SHARP) program manager, gives an overview of the program to soldiers at Fort Hood, Texas. SHARP reinforces the Army's commitment to combat and eliminate incidents of sexual harassment and assault.

ltural change over time. A healthy, team-focused culture sed upon the tenets of mutual respect and trust is our eans of preventing both of these problems.

All over the country, talented young men and women are nsidering the Army for their careers. They are willing to dicate their lives to serving their country and should not ve to confront sexual harassment, sexual assault or con- ued perceptions of retaliation for reporting such inci- nts. Such factors will affect our ability to recruit a quality -volunteer force. We must make progress in reducing in- lents of sexual harassment and sexual assault and build a lture that protects those who report these events.

At its core, sexual assault is an issue that ultimately goes ainst our Army values—loyalty, duty, respect, selfless rvice, honor, integrity and personal courage. These are e values that drive us and have shaped our nation and e best Army in the world.

Civilian Personnel

The Army shapes its civilian workforce to eet the needs of the future force. In fiscal ar 2014, the Army will continue to reduce civilian onboard strength to meet targets tablished by the Secretary of Defense and flected in the President's budget. Headarters, Department of the Army staff and Army commands and agencies will conct exhaustive reviews of programs and nctions to identify and prioritize specific nctions, activities and workload for elimition and/or reduction.

Commanders and directors across the my will use "shaping tools" to voluntar- reduce the civilian workforce. These ols include offering voluntary early retirent authority to employees willing to re- e and voluntary separation incentive pay those willing to separate from the federal vernment. To the maximum extent possi-, the Army will rely on voluntary depares and attrition to achieve many of the cessary personnel reductions. Reductions in force may be required in some organizations.

While we shape the civilian workforce, we must harness the full potential of our employees. The Army continues to make progress toward achieving a capabilities-based civilian workforce to fully support the Army and the nation. In the last two years, the Army has implemented a number of positive changes for its civilians, including career maps for our respective fields, access to the Army Career Tracker for more than 190,000 Army civilians, and an electronic record brief that allows civilians to update their work, education and training history. The Army also directed the resourcing of career management support positions, providing career program functional chiefs with the requisite resources to manage the development of their workforce.

We have invested a tremendous amount of resources and deliberate planning to preserve a quality all-volunteer force. Simply put, people are the Army. We have a continued responsibility to take care of the courageous men and women who defend our country, as well as their families. We must not break faith with those who dedicate their lives to serving our nation. ★



Army civilian electronics mechanic David Walsh tests a radio system at Tobyhanna Army Depot, Pa. The Army is working to voluntarily reduce its civilian workforce while at the same time maximizing the capabilities of those who remain on staff.



Photo: Courtesy of The U.S. Army

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Army Acquisition: Prepared to Deliver

By Heidi Shyu
Assistant Secretary of the Army
cquisition, Logistics and Technology)
and
Army Acquisition Executive

The measure of success for Army Acquisition is the success of the soldier. The goal of every weapon system program, contract, investment and experiment is to provide our soldiers with the decisive advantage on the battlefield. The battle landscape, however, is changing. Our enemies are becoming more technologically savvy; they now also wage war across the electronic spectrum. Tomorrow's war may well be fought on altogether different and unanticipated landscapes. At the same time, equipping our soldiers on the ground in Afghanistan for the fight today remains a top priority.



Sequestration has added yet another challenging dimension to this dilemma. As Sir Winston Churchill once said, "Gentlemen, we're out of money; now we have to think."



COL James O. Fly Jr., then-commander of the Rock Island Arsenal Joint Manufacturing and Technology Center, shows Heidi Shyu, Assistant Secretary of the Army (Acquisition, Logistics and Technology), a titanium investment shell casing at the Illinois facility.

Acquisition must become more adaptive, versatile and efficient to provide our soldiers increased capabilities with fewer resources. Over the past year, we've had great success in three crucial areas: developing a 30-year modernization plan to strategize our investments, holistically reviewing and planning our contracting operations, and investing in our most important asset—the Acquisition workforce. We'll continue to build on our success in these three areas to use limited fiscal resources to meet the present and future needs of our warfighters.

Strategic Modernization Planning

As it has throughout the nation's history, the Army continues to play a significant role in safeguarding our security. As we look to the future, we recognize that security threats, the technologies they employ, and the scenarios our soldiers must face continue to evolve. We cannot afford to let the curve of technological change level the conditions of any potential future conflict. Army Acquisition will continue to pursue investments to provide our soldiers with the best capabilities in the world.

A notable challenge, however, is the simple reality that f cal pressures have ended our ability to meet these cha lenges with ample resources. We therefore have no choi but to make affordable, prudent and well-informed inve ments in modernized Army capabilities. As Army histo repeatedly shows, this is an institution that thrives on ada tation and change. To equip the Army of the future, we mu undertake a comprehensive and strategic approach to Arm equipment modernization in which we adhere to long-ter planning and affordable equipping priorities.

One major accomplishment from the past year is the d velopment of a 30-year modernization plan, which co bines a detailed analysis of investments in science and tec nology (S&T) and materiel development linked to emergi threats and capability gaps across a 30-year time frame. addition, the average utilization rate of the platform mapped against its half-life to better enable planning of t next generation of capabilities. The output of this proce will be a detailed road map for our future capabilit across the acquisition life cycle, linking S&T investmen with our programs of record, which, in turn, are mapped long-term sustainment planning.

At the outset, our analysis is driven by strategic guidan developed through the national military strategy and jo warfighting concepts. As materiel developers, our progra executive officers are working to lay out our current a planned capabilities across a 30-year horizon. This cov those capabilities we are currently fielding, those in dev opment today and those we anticipate commencing in t near future. Laying out a new road map for the future is sential to our strategic modernization planning effort.

The Army is also reassessing its investments in S across all portfolios to ensure that such developments a appropriately linked to our acquisition road maps and t they facilitate enabling technologies as potential insert opportunities into our programs of record. A significa part of this effort is assessing technologies that can fun mentally change the way that we fight in the future.

This undertaking is not the Army's alone. Research su porting future capabilities must complement—not dup cate—what we undertake. Our planning across each port lio of Army capability must reflect our partnerships with private sector, other services, federally funded research a development centers, national labs, academia and our all Our strategic modernization planning must also take de erate account of long-term sustainment needs and priorit The development of our 30-year modernization plan wa critical step in planning our investment strategies to m today's needs while preparing for the future fight.

Contracting

In addition to planning for the long-term modernizati of our systems, we must also focus on our contracting e terprise, which affects every Army mission worldwide. fiscal year (FY) 2012, the Army obligated $108 billion—0 percent of DoD spending and 21 percent of overall fede



Heidi Shyu *was confirmed as Assistant Secretary of the Army for Acquisition, Logistics and Technology in September 2012 after serving as acting secretary and principal deputy. Her previous experience includes roles supporting Raytheon Company, Litton Industries, Northrop Grumman Corporation and Hughes Aircraft Company. A graduate of the University of New Brunswick, Canada, she has master's degrees in mathematics from the University of Toronto and electrical engineering from the University of California, Los Angeles.*

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In January, Heidi Shyu visited the 401st Army Field Support Brigade to see how some technology is fielded. She met with soldiers at Bagram Airfield, Afghanistan, who use the equipment on a daily basis.

spending. Our focus in contracting is to provide the goods and services needed by our warfighters in a timely manner and serve as good stewards of taxpayer dollars.

To that end, over the past year we instituted quarterly contracting enterprise reviews (CERs) across all Army contracting organizations. The CERs measure all buying commands against metrics developed to reveal the health and quality of Army contracting, particularly those metrics that provide insight into areas that historically receive the most scrutiny at the highest levels of government. These sessions provide senior Army leaders with recurring opportunities to cross-share best practices and communicate vertically and horizontally across the contracting enterprise.

Army commands now have access to real-time information that measures progress in such areas as fiscal obligation rates, competition and small-business participation. Implementing these multitiered reviews has enabled the contracting community to work together at the highest levels and reinforces the fact that contracting leaders must plan, execute and oversee contracting to achieve command-specific, Armywide goals. As a result of the establishment of the CERs, Army leadership has a heightened awareness of the desired end state, resulting in dramatic improvements in every metric covered by the CER.

While the CERs are an important first step to integrating the contracting function across the Army, we must continue to build on their success. The Army contracting enterprise is a large and complex organization. Management of its significant and diverse spending can be challenging. One primary goal this year is to build upon the CERs and strengthen oversight of spending through incremental policy changes. Efforts will focus on several areas: coordinating enterprisewide planning, establishing customer-focused metrics and forums to incentivize customer service, maximizing commodity alignment to develop expertise and drive efficiencies, establishing strategic sourcing priorities, and synchronizing human capital planning to holistically develop the contracting workforce. In this fiscal environment, we must contract smarter and more efficiently. Synchronizing the efforts of our contracting enterprise is a critical first step toward accomplishing this goal.

Acquisition Workforce

No policy, plan or process will be effective without the expertise and work ethic to implement it. The Army Acquisition Corps (AAC) is a 42,000-strong workforce made up of both civilian and military members located within every major command of the Army and governed by the Defense Acquisition Workforce Improvement Act (DAWIA), which focuses mainly on the professionalization of the defense Acquisition workforce and requires that all members of the workforce be certified in the Acquisition career field and level required of their position.

In December 2010, the Army Director of Acquisition Career Management (DACM) instituted a general officer- and civilian Senior Executive Service-level quarterly forum to address DAWIA requirements with a specific focus on certification rates. At the end of FY 2010, the certification and within-grace-period rate for the AAC was 87.4 percent. As of May, the certification and within-grace-period rate was 93 percent.

With the Army's success, the overall defense Acquisition workforce certification level has increased. This top-level focus ensures our Acquisition workforce is certified in accordance with DAWIA and supports the Under Secretary of Defense (Acquisition, Technology, and Logistics) Better Buying Power 2.0 initiative to increase the professionalism and prestige of the Acquisition workforce.

The increase in certification of our workforce has been a tremendous success over the past year and represents the Army's continuing commitment to our most important asset—our people. Certification and education, however, are only two aspects of professional development. We must continue to improve the experience, professionalism and leadership of our Acquisition workforce members. Opportunities to broaden professionalism are offered in numerous Acquisition career development and broadening programs including developmental assignments, acquisition boot camps and acquisition leadership challenge programs. These programs and opportunities enable our Acquisition professionals to grow their expertise and expand to ensure that we continue to succeed in our acquisition mission. Continuous learning is a vital precept to ensure our acquisition professionals maintain current and relevant skills and expertise as well as achieve our purpose to secure an agile and adaptive professional Acquisition workforce.

In this challenging fiscal environment, we must remain committed to providing our soldiers with the systems, goods and services to accomplish today's mission, while investing in critical technologies and modernizing our systems to prepare for tomorrow. ★

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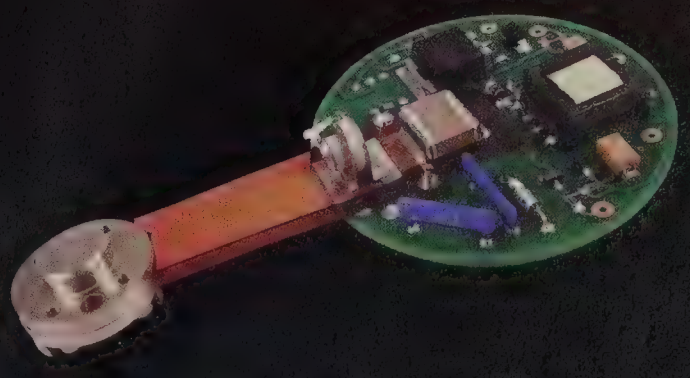
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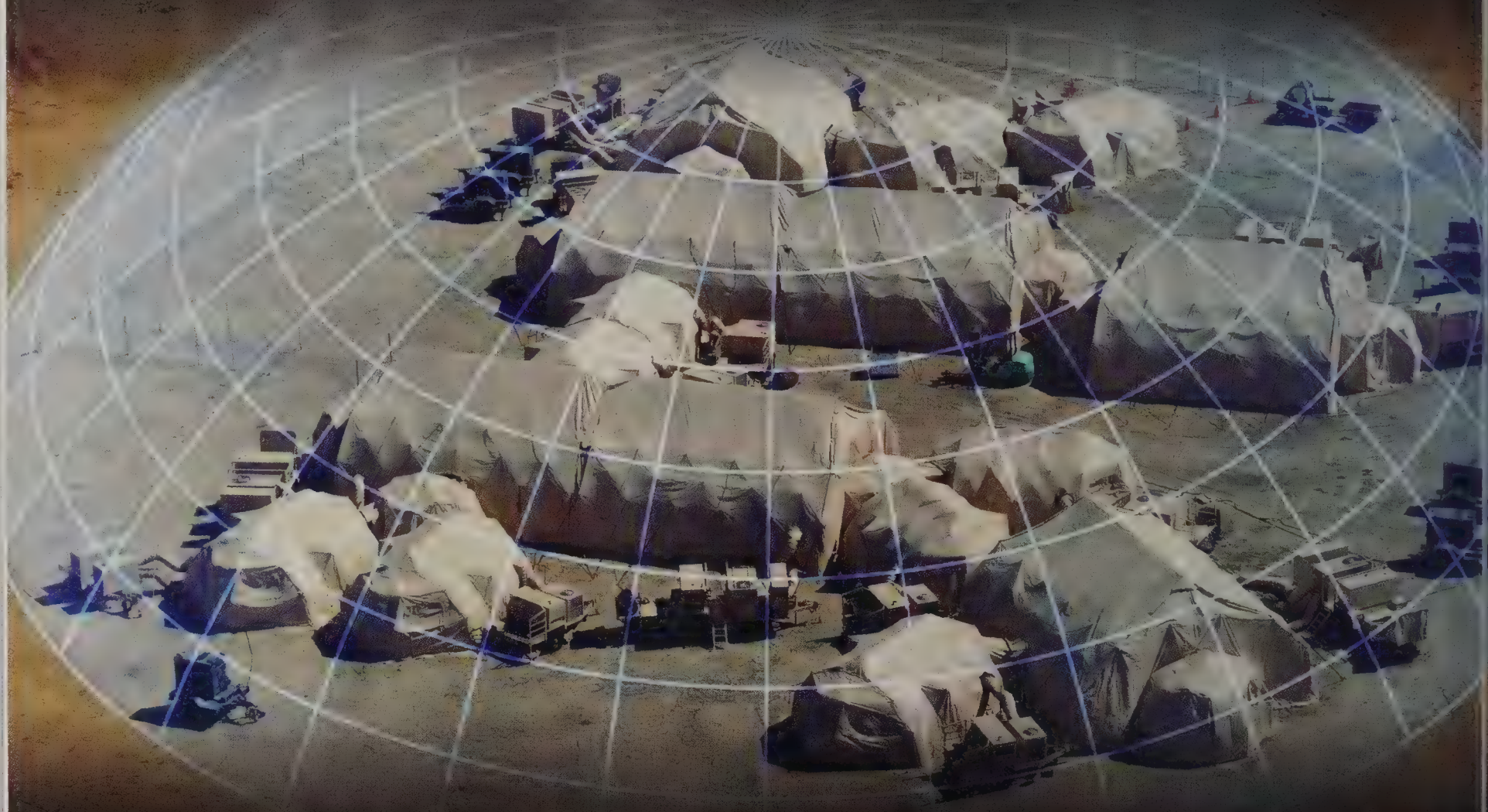
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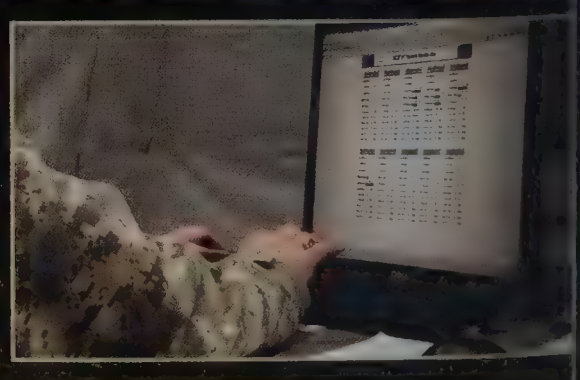
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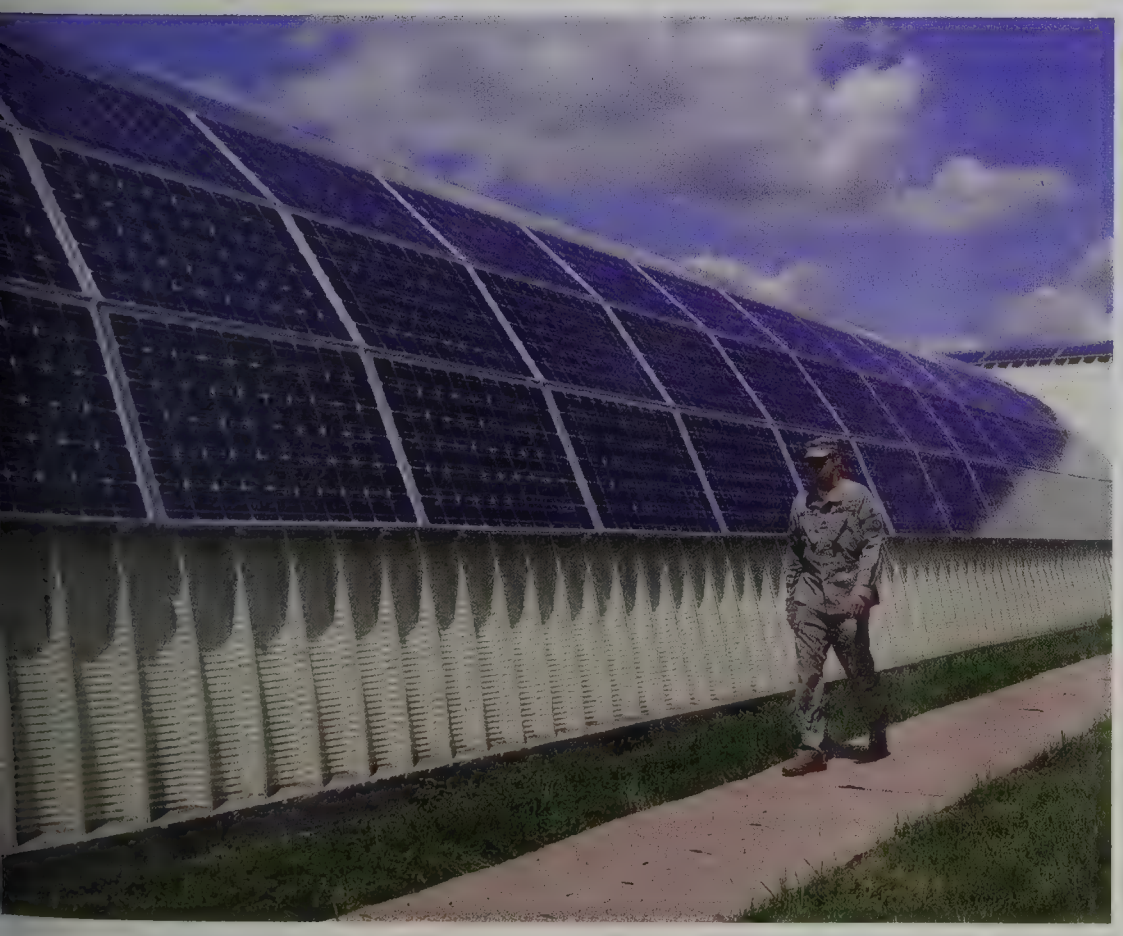
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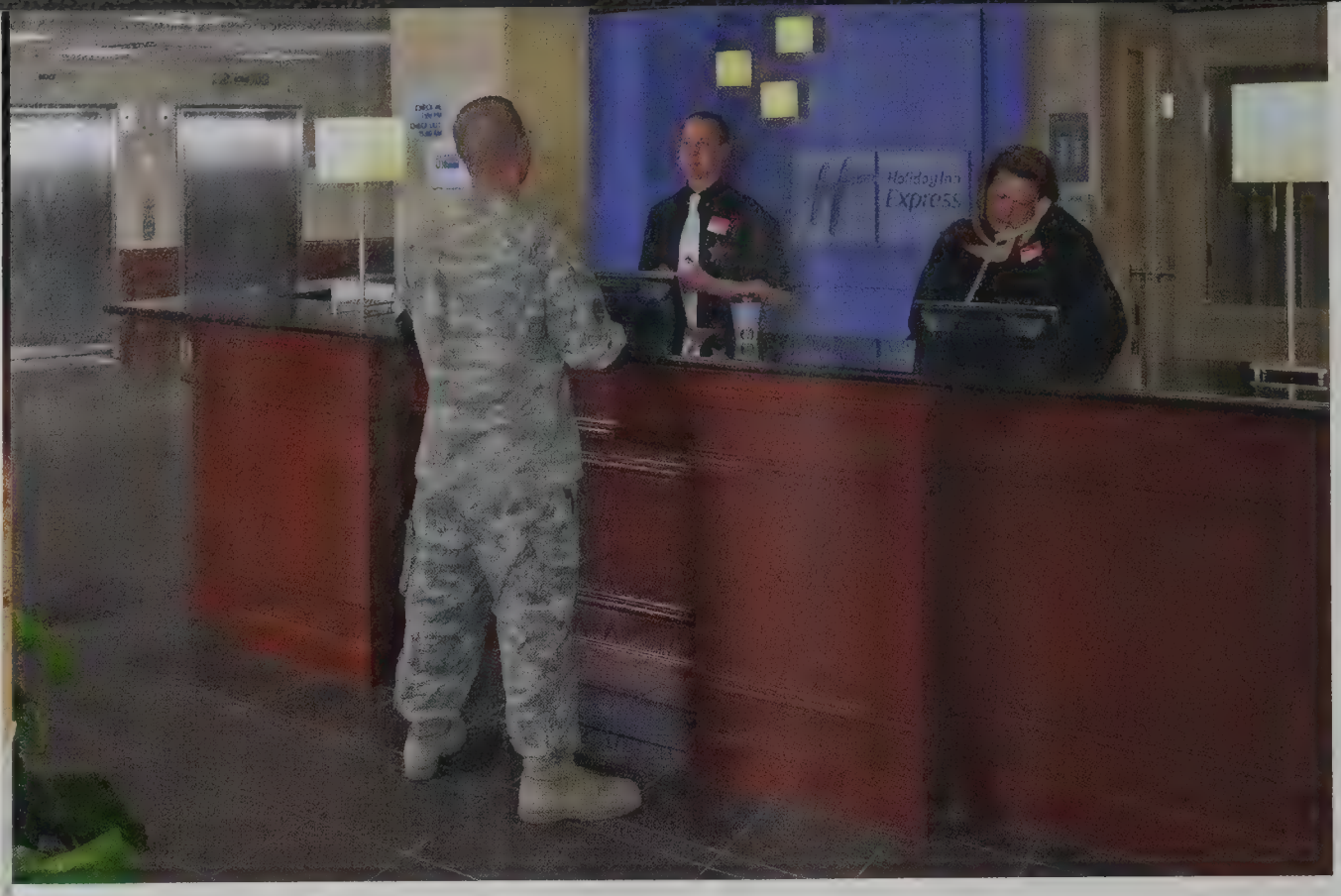
Creating Efficiencies And Synergies: Partnering To Succeed in Today's Economy

By Katherine Hammack
Assistant Secretary of the Army
nstallations, Energy and Environment)

For an organization to be sustainable, it needs to focus on what it does best—its core competency, a unique capability that affords an organization a competitive advantage.

As the Army prepares to deploy, fight and win our nation's wars in a tightening budget environment, we must focus on improving our core competencies and identify non-core functions and services to off-load. What are the Army's core competencies? Which capabilities give the Army an advantage over our adversaries? What do we do better than anyone else, and what could be done by others outside the Army more efficiently and cost-effectively? By focusing on our core competencies and divesting non-core tasks through





Staff at privatized on-post lodging on Fort Polk, La., greet a guest. The Army uses its land and on-post lodging assets to obtain private capital and professional expertise to improve transient lodging on its installations.

public-private partnerships, the Army can benefit long into the future. Here are some of the Army's successful partnership initiatives that include off-loading of non-core tasks.

Army Housing

The residential communities initiative (RCI). The Army has provided housing for its soldiers since it was founded. For much of the Army's history, enlisted personnel typically were single men who did not require family housing. Officers were more likely to be married. The Army provided officers with family housing but often without a clear methodology. Congress funded housing through military appropriations, but such appropriations were not dependable during the 19th and early 20th centuries.

Providing on-base, high-quality living quarters for soldiers became an even larger issue in the 1970s when the federal government eliminated the draft and created an all-volunteer force. Enlisted personnel were getting married with greater frequency; by 1977, more than half of all military personnel were married. This trend "strained DoD housing programs and allowance systems, both of which were insufficient to yield adequate housing (on base or in the community) for many," according to one report. The Army had to improve facilities to tract new recruits and entice soldie already in uniform to reenlist.

By the 1990s, the demand for on-p housing continued to rise. There wa backlog of more than $6.5 billion maintenance and repair and a need renovate more than 200,000 homes. C estimate projected it would take 30 40 years and $20 billion to make th repairs. Maintenance and operations family housing were not core com tencies for the defense community.

The RCI program is the product several years of debate and bra storming by the Army, other milita services, DoD and Congress. Congr included the Military Housing Priva zation Initiative in the 1996 Natio Defense Authorization Act, allowi the military to partner with the priv sector to address its housing challenges.

By 2013, the RCI program included 34 privatized fam housing projects encompassing 44 installations. The Ar leveraged nearly $1.2 billion of appropriated funds in more than $11.5 billion worth of new and renovat houses. RCI enabled the Army and our partners to focus respective core competencies.

Senior unaccompanied personnel housing (SUPH) privati tion. In 2002, with the demonstrated success of the RCI p gram, the Army obtained approval to add 200 apartme for senior unaccompanied personnel at locations w shortages of off-post rentals. Today, the Army's SUPH p gram encompasses four projects with 1,158 privati apartments. Another 120 apartments are scheduled completion in 2014.

As of March, the Army's SUPH portfolio continued to p form well with occupancy rates consistently in the 90 perc range. The program brings the quality of life for single ser soldiers up to the standard of their married counterparts.

Privatization of Army lodging (PAL). The PAL program a builds on the success of the RCI program and addres transient housing facilities. Of almost 17,000 hotel rooms erated by the Army, more than 80 percent were in nee replacement or major renovation because they did not m basic lodging and life-safety standards. A professional ar tect-engineer study estimated the cost for this revitaliza would be $1.1 billion—not including long-term susta ment—and would require more than 25 years to bring inventory up to adequate standards through conventio appropriation channels. With the PAL program, the Ar uses its land and on-post lodging assets to obtain priv capital and professional expertise to build, renovate, ope and maintain Army lodging for the long term.

In 2006, the Army awarded a competitively bid contr to Actus Lend Lease and InterContinental Hotels Gro the world's largest hotelier. They administer Army lodg



Katherine Hammack *is the Assistant Secretary of the Army for Installations, Energy and Environment. Previously, she was a leader in Ernst and Young LLP's climate change and sustainability services practice. She has more than 30 years of experience in energy and sustainability advisory services. A certified energy manager, LEED-accredited professional and certified indoor air quality manager, Hammack holds a bachelor's degree in engineering from Oregon State University and an MBA from the University of Hartford.*

erations in the continental United States, Alaska, Hawaii d Puerto Rico. Soldiers and their families are now served well-recognized and respected InterContinental brands luding Candlewood Suites, Staybridge Suites and Holi- Inn Express, often in renovated historic facilities. They o experience enhanced guest services such as compli- ntary breakfasts, pet-friendly rooms and the InterConti- ıtal Priority Club frequent-stay program.

When complete, the PAL program will encompass 14,400 el rooms across 41 installations. The scope of work dur- the eight-year initial development period will equal out $1.2 billion, without the Army contributing govern- nt equity beyond conveying the facilities. All funds after erating expenses and debt services are reinvested in con- uction and sustainment of on-post lodging facilities. To e, the PAL program has exceeded all vital performance trics such as occupancy, net operating income and con- uction costs, while dramatically improving lodging in- structure and services.

Taking care of soldiers and their families is our first ority, and providing quality accommodations them while they are training or in transit tributes to their well-being, readiness d retention. The PAL program has en a win-win for all.

Army Energy

Utilities privatization (UP) is the my's preferred strategy to oper- sustain and recapitalize utilities h as electricity, water, and waste noval. Like housing and lodging, vision of utilities is not a core mili- competency. Through the UP pro- m, the Army partners with experi- ed providers who are experts in these vices. One result is safer, more efficient, reliable d cost-effective utility services for many Army installa- ns. Another is substantial progress toward Army energy ciency goals by reducing energy use and water losses. e UP program also recapitalizes aging infrastructure, re- ting in significant long-term improvements. We have vatized 149 utility systems and have avoided approxi- tely $2 billion in utility upgrade costs through UP. Utili- infrastructure operations and maintenance have bene- d from leveraging the core competencies of the private tor.

Energy savings performance contracts (ESPCs) and utility en- services contracts (UESCs). The Army is increasing its of third-party financing and performance contracting to prove the energy efficiency of our installations. The bene- include reduced costs, fewer supply disruptions and en- ıced mission effectiveness. Energy service companies or ities finance projects and are paid from energy savings ized over the life of the contract term. The Army leads federal government in using these public-private part- ships. In fiscal year 2012 alone, the Army issued 19 ESPC task orders and contract modifications for a total of $207.9 million and awarded nine UESCs worth $17.6 million. More than $400 million in ESPC and UESC investments are in the pipeline for possible award by the end of 2013.

Overall, the Army has awarded more than 170 ESPC task orders at some 70 Army installations, triggering in excess of $1.17 billion in third-party energy investments since 1996. The result has been 6.6 trillion British thermal units (BTUs) per year in energy savings. Some 350 UESC task orders have positively affected 43 Army installations. The ESPC and UESC public-private partnerships amount to $1.7 billion in investments, with a combined savings of 10.4 trillion BTUs per year.

Renewable energy power purchase agreements. The Army's ability to accomplish missions on a global scale depends on secure, uninterrupted access to power and energy. One way to achieve this is by developing renewable energy projects on Army lands. During these times of fiscal constraint, the Army is increasing the leverage of private-sector investments in energy projects. The energy initiatives task force (EITF) was established to focus this effort.



The EITF's main objective is to solicit the development of large-scale (10-megawatt or greater) renewable energy projects using solar, wind, biomass, waste-to-energy and geothermal energy sources. One of the EITF's primary tools to do this is through a power purchase agreement (PPA)—a contract with electricity generators that allows federal agencies to implement on-site renewable energy projects with no up-front capital costs. Since the Army buys only the power, it does not expend resources on owning, operating or maintaining generating assets built on Army land; thus there is no capital outlay or military construction appropriation connected with a PPA.

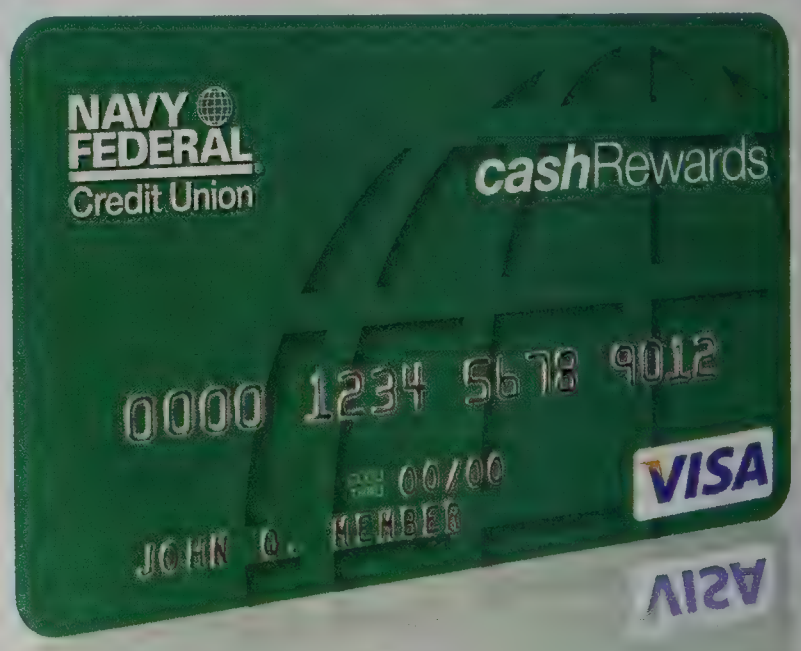
The EITF and the U.S. Army Corps of Engineers-Huntsville, Ala., have been working together to develop and award the first indefinite-delivery, indefinite-quantity Multi-Award Task Order Contract (MATOC) for the procurement of clean energy on DoD installations using technologies outlined in the EITF. The MATOC provides a $7 billion contract capacity and represents a major step forward for the procurement of reliable, locally generated, renewable and alternative energy. This effort should significantly reduce the timelines to acquire renewable energy, leverage private sector financing and enhance energy security.

* * *

In our quest to focus on core competencies, the Army is more resilient, better equipped and less vulnerable. Our mission capabilities are enhanced and our costs are reduced when we focus on our core competencies and rely on the expertise and experience of our partners for non-core functions and services. ★

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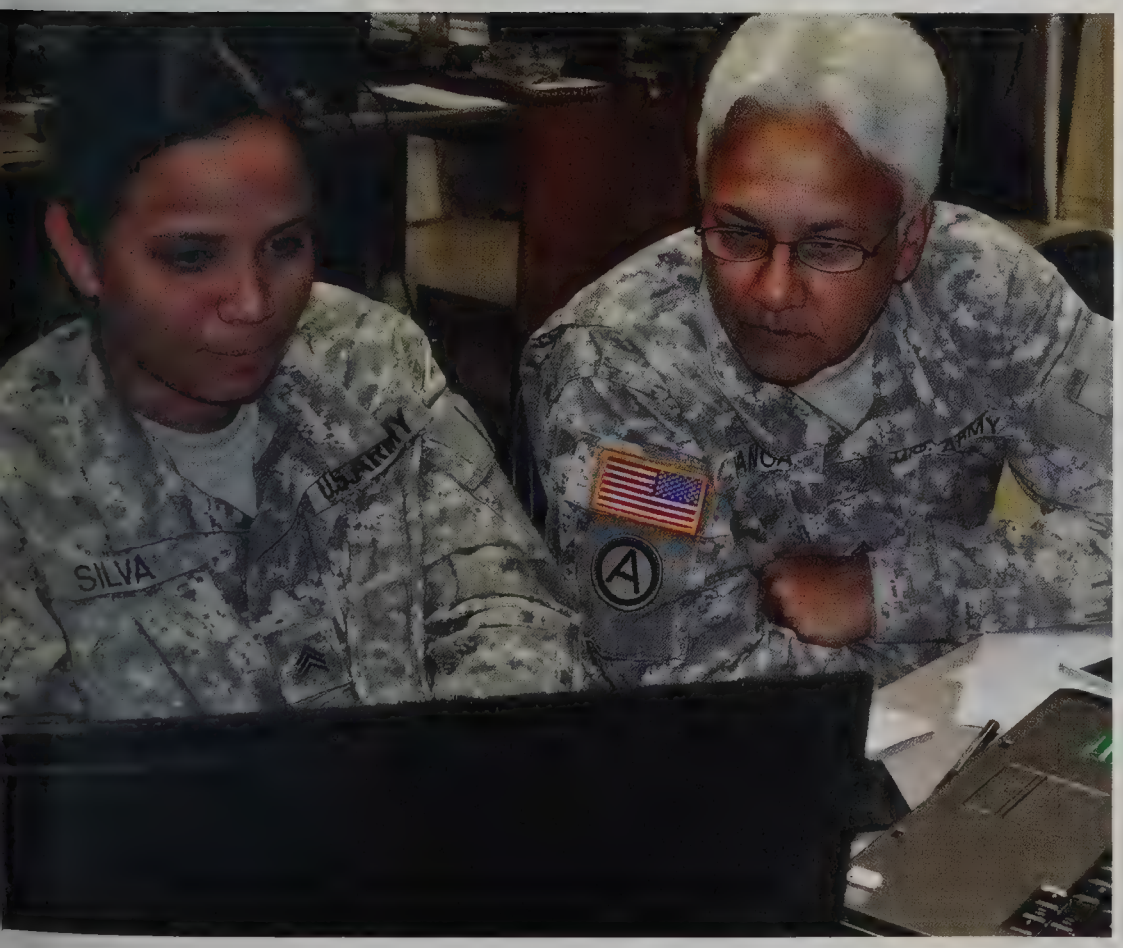
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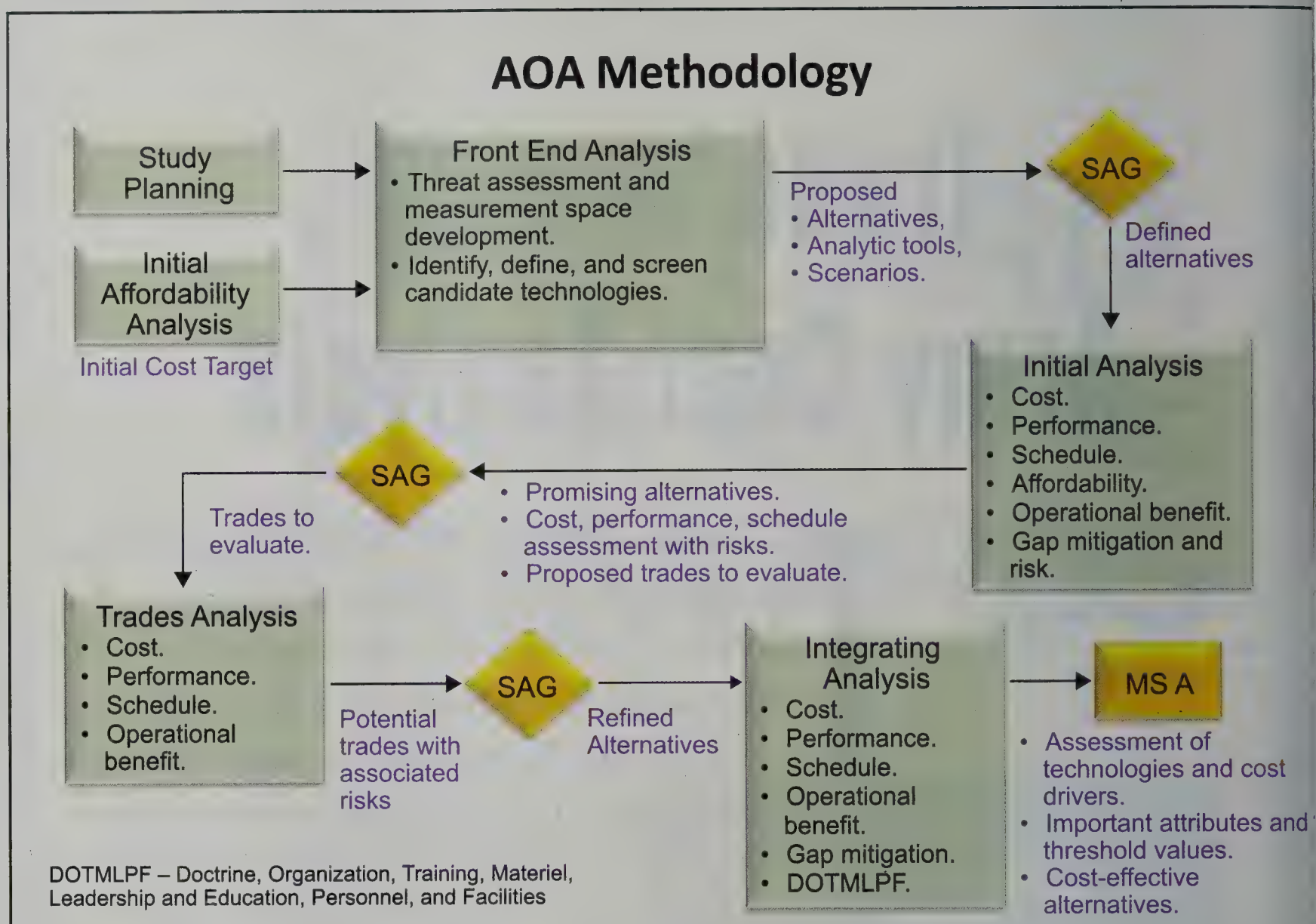
Transforming Army Cost Analysis

By Mary Sally Matiella
Assistant Secretary of the Army
nancial Management and Comptroller)

The transformation of the Army's financial management processes, procedures and personnel continues to ensure that we achieve the best possible value from the execution of our declining resources. The financial management community leads the way in promulgating a cost culture—that is, a culture in which cost and cost management are taken into account when making decisions—throughout the Army. Vital to enabling the cost culture are the underlying analyses required to ensure that decisions on resourcing are based on sound, defendable cost estimates.



There have been several important legislative and policy changes in recent years that have focused on the costs of acquisition programs and controlling cost growth. Section 2366a of the U.S. Code, Title 10, requires certification of



major defense acquisition programs before Milestone A to include an analysis of alternatives (AOA) and a life-cycle cost estimate. The Weapon Systems Acquisition Reform Act (WSARA) of 2009 enhanced the AOA by requiring consideration of all possible trade-offs among cost, schedule and performance objectives for each alternative considered. The Defense Acquisition Executive released a series of Better Buying Power policy memorandums that included initiatives on achieving affordable programs and controlling cost growth throughout DoD. The Army has implemented a number of complementary initiatives to comply with these requirements and to strengthen our acquisition costing capability.

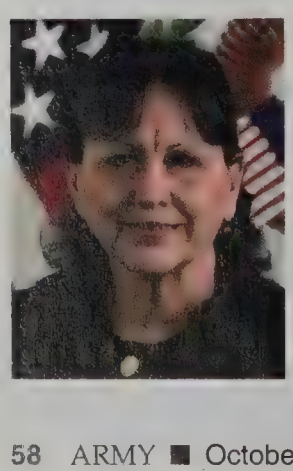
Early Cost Estimates

The legislative and policy changes requiring AOA for all programs in support of a Milestone A review have created additional work, so we are focusing more of our personnel resources on up-front analyses and less on cost estimates to support later milestone reviews. Our cost research initiatives have also been evolving to focus more on relating cost to performance or capability than technical parameters. This research enables our analysts to more rapidly develop estimates to support the increasing levels of cost trades. In addition, previous AOA estimated a fixed material solution for each alternative, but now they involve an iterative process with continual trades between cost and performance.

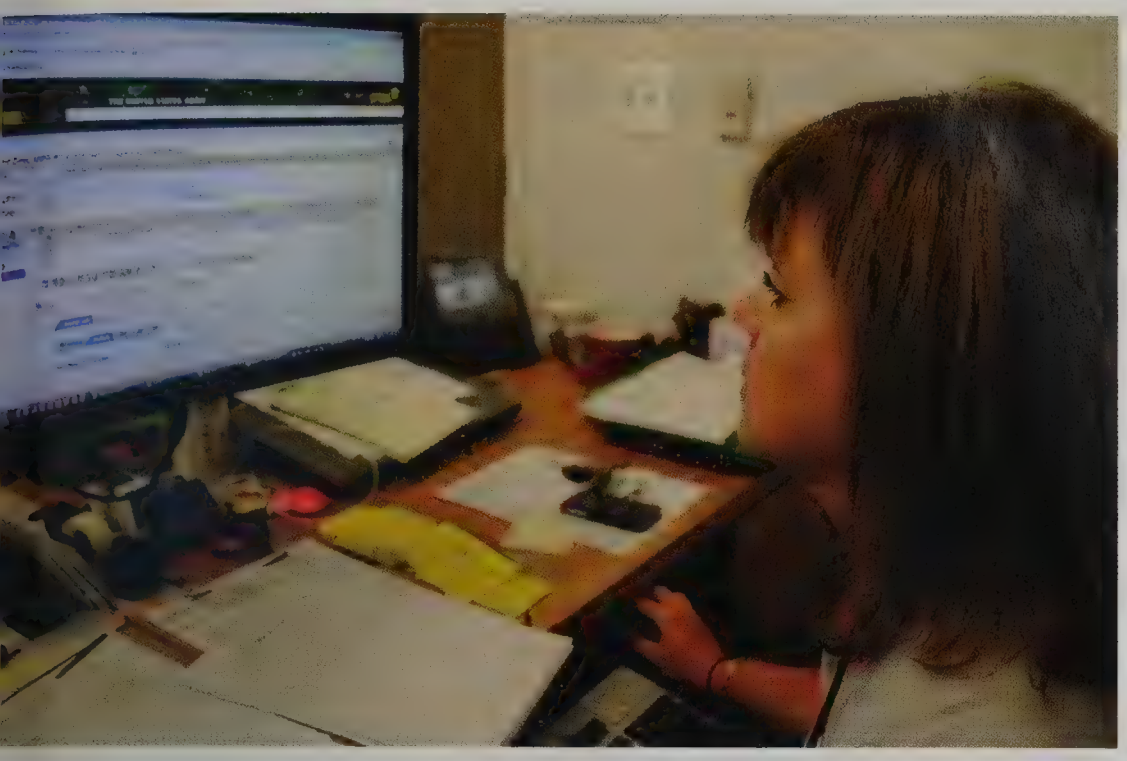
One of the major goals of the changing AOA process is to ensure that only affordable, cost-effective materiel solutions are initiated. While previous AOA could focus on cost differences between options, today's AOA estimates are used by the Army to determine program and portfolio affordability and therefore must reflect complete life-cycle cost estimates by appropriation. By refocusing research and personnel, we have been able to support all AOA, even with declining end strength and financial resources. The Army developed the following process and timeline for conducting AOA to address trade analysis required by the WSARA.

Army Cost Position

The Army has a well-established process to develop a component-level cost position—called an Army Cost Position (ACP)—for all major defense acquisition programs ac



Mary Sally Matiella *is the Assistant Secretary of the Army (Financial Management and Comptroller). Previously, she served as assistant chief financial officer for accounting for the Department of Housing and Urban Development and as the chief financial officer for the U.S. Department of Agriculture Forest Service. She has an MBA from the George Washington University.*



Budget analyst Cheryl Brophy processes actions in the General Fund Enterprise Business System, which will condense 107 legacy systems into one enterprisewide system.

jor automated information systems in support of mile-
ne reviews and program baselines. The process to de-
op and approve an ACP involves buy-in from all major
keholders at Headquarters, Department of the Army
QDA) to ensure that our estimates take into account re-
irements, training, resourcing, materiel solutions and per-
nnel. The forum in which we review the underlying cost
alysis assumptions and estimate results is called a cost re-
w board. A cost review board working group meets to
oncile the differences between HQDA-level and program
ice cost analyses before the senior-level review. Under
D's full funding policy for acquisition programs, we are
uired to fully fund the program to ACP level over the five
rs of the future years' defense program. Even before the
ent legislative and policy changes, the Army always re-
ired a program to be funded to the ACP level or, at a mini-
m, a commitment to fund to the ACP funding level in the
t budget.

This past year, we streamlined our process to develop cost
imates for the Milestone A review and for the pre-engi-
ering, manufacturing and development reviews required
the Office of the Secretary of Defense (OSD). We continue
strive to ensure that a cost culture is promulgated
oughout the Army, not just in developing program costs
in our own processes as well. As mentioned earlier, the
)A has evolved from a comparative analysis of program
ernatives into life-cycle estimates used to drive affordabil-
into programs. From this standpoint, the scope and con-
t of the AOA estimate now match a milestone estimate. In
st cases, little has changed from the AOA time frame until
milestone time frame. Rather than develop and reconcile
arate HQDA and program office estimates, we jointly up-
e the AOA estimate reflecting the preferred alternative.

Cost Analysis Tools and Training

n order to ensure the efficient use of limited resources,
continue to standardize and centralize our cost modeling
ls, databases and training. A joint policy between the
my financial management and acquisition communities

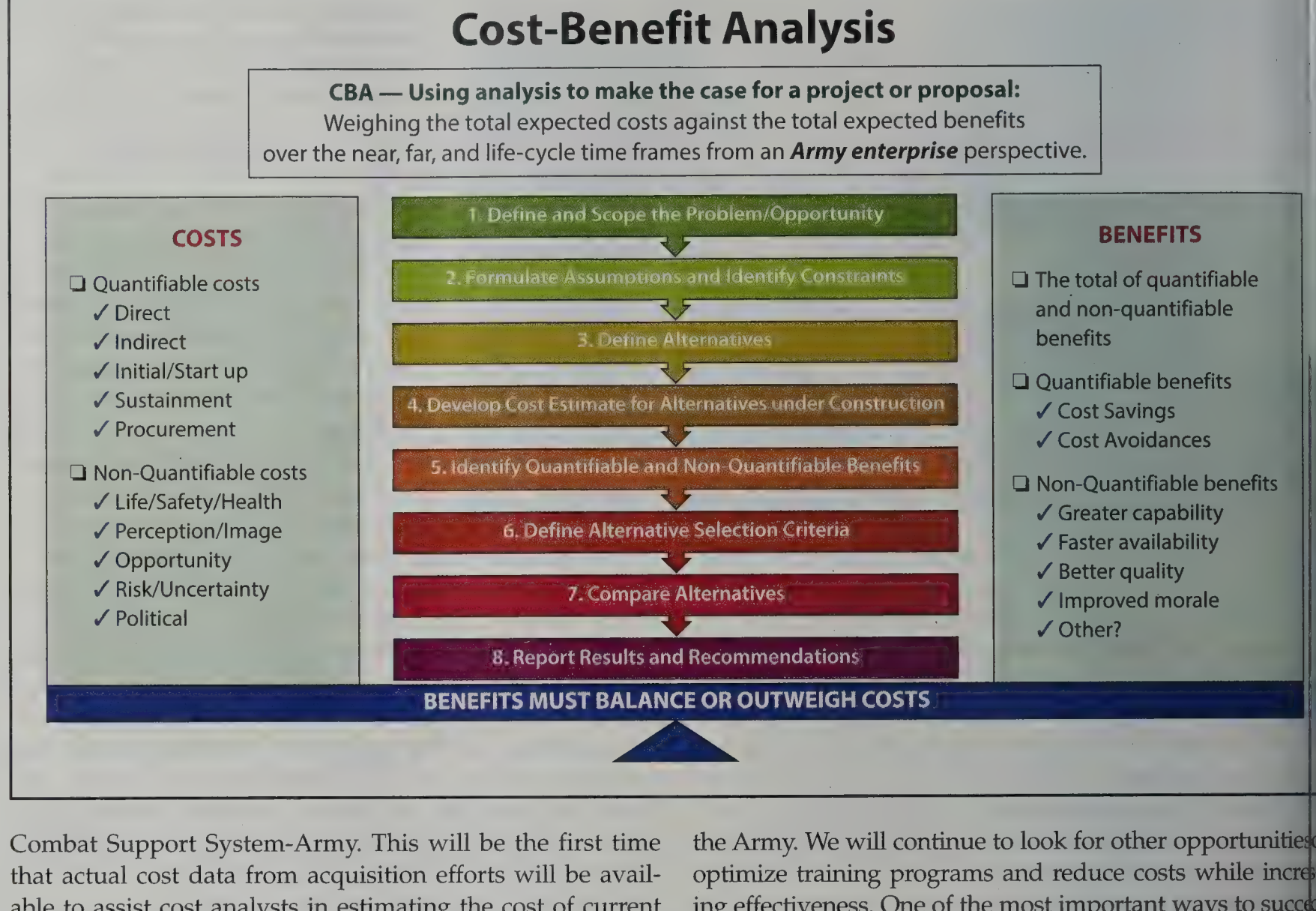
requires a standard piece of cost estimating software to develop estimates on major programs. This common framework ensures that analysts can spend time developing and reconciling estimates as opposed to interpreting different models. We annually update cost databases that support models for estimating operating and support costs, personnel costs, and force structure costs. We make these available to users throughout the Army. These centralized programs ensure that we avoid duplication of research efforts and enable Army analysts to focus on cost analysis.

The Army has integrated cost-benefit analyses (CBA) into decision-making processes at HQDA. They are used as a foundation for budget requests and a means to analyze material solutions. To help ensure that CBA to support decision making processes are analytically sound and contain validated cost estimates, the Deputy Assistant Secretary of the Army for Cost and Economics (DASA-CE) established the CBA review board to evaluate CBA submitted to HQDA. The DASA-CE also leads the review of CBA prepared in support of the requirements documents used to define the capability and solutions that could adequately address gaps. We set up a CBA review board to ensure that headquarters-level stakeholders are included in the review. The CBA process helps us make better resource-informed decisions during the requirements establishment phase of program initiation and throughout the life-cycle in support of funding.

Goals for the Year Ahead

To maintain the momentum we've created, we have established several goals for the coming year:

Optimization of enterprise resource planning (ERP) systems to support weapon systems cost analysis. The General Fund Enterprise Business System (GFEBS) represents a significant step in our goal of achieving full auditability by 2017. In addition to supporting budget analysts and accountants, GFEBS has the capability to support the cost analysis community, and we intend to capitalize on this capability. We have initiated efforts to optimize the cost management structures within GFEBS to support our cost analysts. For example, by implementing a detailed software maintenance work breakdown structure, we can provide a link among initial cost estimates, the resulting budget and execution. This meets the needs of the budget analyst, cost estimator and functional managers. Before the fielding of GFEBS, our systems did not provide adequate data to support such analysis. In addition to GFEBS, we plan to optimize structures within the Global



Combat Support System-Army. This will be the first time that actual cost data from acquisition efforts will be available to assist cost analysts in estimating the cost of current as well as future systems.

Training. Training for future analysts and leaders is always important, and it has become even more important in our current era of declining resources. Several years ago, we instituted a cost management certificate course to train carefully selected analysts in a range of cost management techniques and methodologies. More than 400 students have completed this graduate-level program and have returned to their installations to help promulgate a cost culture throughout the Army.

Under Title 10 of the U.S. Code, the acquisition workforce has mandatory training requirements leading to certification in a functional career field. These programs combine prerequisite online training with classroom training. Along with the other services and the OSD, the Army supported the establishment of the master's of cost estimating and analysis program at the Naval Postgraduate School, which provides not only an advanced degree in cost analysis but also fulfills Title 10 training requirements for Levels I, II and III certification in cost estimating as defined by the Defense Acquisition Workforce Improvement Act. The program integrates courses from operations research, business and systems engineering to provide a curriculum not offered anywhere else. Joint support of the program helps minimize training costs for all. Our goal is to develop a centralized program to select the most qualified analysts from an Armywide candidate pool to ensure efficiencies developed at HQDA can be realized across the Army. We will continue to look for other opportunities to optimize training programs and reduce costs while increasing effectiveness. One of the most important ways to succeed is to continue to focus on centrally managed programs that can avoid duplication, optimize class sizes and ensure that future analysts are well-prepared to meet estimating challenges in times of declining resources.

Optimization of the financial management workforce. In 2012, the Army began to analyze financial management operations at HQDA to determine whether we are maintaining a proper focus on statutory requirements, policy and oversight roles. The goal is a streamlined headquarters that provides decision-making capability to support emerging requirements while accomplishing our statutory responsibilities. We are now expanding this analysis to include financial management organizations throughout the Army to determine if we have the right personnel in the right locations. Requirements established by new statutes and policies, such as the WSARA and OSD Better Buying Power policies, create shifting demands for financial managers. Our workforce must be able to adapt to these needs.

* * *

The Army's financial management processes and personnel must continue to transform in order to ensure that the community can provide the relevant and reliable data and analysis for senior leaders. We are meeting the challenges by implementing world-class enterprise resource planning systems, ensuring that personnel have the adequate resources and training, and continuing to improve our data collection and analytical abilities.



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Meeting Challenges With Long-Term Efficiency

By Jo-Ellen Darcy
Assistant Secretary of the Army
(Civil Works)

We live in an unpredictable world. Unprecedented floods, destructive tornadoes, ravaging wildfires and harmful hurricanes continue to affect our nation's security and safety. The Civil Works disaster preparedness response and recovery missions, under the U.S. Army Corps of Engineers' (USACE) authority (Public Law 84-99), help those affected by these devastating acts of nature. In addition, the Federal Emergency Management Agency (FEMA) has designated USACE as the lead agency for public works and engineering in support of FEMA's National Response Framework (Public Law 93-288).



USACE does tremendous work to get communities back on their feet after coastal storms like Hurricane Sandy. The coastline suffered severe damage, including loss of



The U.S. Army Corps of Engineers (USACE) works to repair a levee breach caused by Hurricane Sandy in Mantoloking, N.J. The late October storm wreaked havoc from Florida to Massachusetts, and the Corps' response included 68 mission assignments from the Federal Emergency Management Agency totaling more than $350 million.

life, widespread power outages, and damage to infrastructure, businesses and private residences. From Florida to New England and as far west as the Great Lakes, people suffered the effects of Sandy.

The support from the federal government before, during and after Hurricane Sandy was as unprecedented as the storm itself. USACE removed 475 million gallons of water—the equivalent of 720 Olympic-size pools— from 14 areas identified by local entities, including New York City subway systems and tunnels and the Passaic Valley Wastewater Treatment Plant. USACE also restored operation to the Hoboken (N.J.) Terminal.

USACE projects performed as designed, and communities with federal projects and engineered beaches fared much better than those without. Conducting pre-storm inspections of flood control works and projects made post-storm inspections easier and expedited estimates for project repair and rehabilitation. USACE created an organizational structure to control multiple task forc that were established to support a fected states, New York City, and fun tional missions such as power, port unwatering and pumping.

Response has now made the trans tion to recovery. Shoreline project r pair and restoration have begun. R covery includes the assessment infrastructure damage and the deve opment of rebuilding strategies. Mi gation efforts need to be implemente to meet future community needs. Th is an area in which USACE is now ac ing under FEMA's National Respon Framework and serving as the coord nation agency for infrastructure sy tems.

Events such as Hurricane Sandy r mind us that multiple federal, state ar local government agencies share the r sponsibility for flood risk manageme in the United States, and it is admini tered within a complex set of prograr and authorities. We collaborate wi the agencies that have flood risk mitigation practices.

The Executive Order that established the Hurrica Sandy Rebuilding Task Force recognizes this multi-agen effort. The work that USACE is undertaking with the fun ing provided in the Disaster Relief Appropriations Act, 201 is guided by the policies of the task force. We are striving rebuild in a way that addresses existing and future risks ar vulnerabilities and promotes the long-term sustainability communities and ecosystems. The possibility of extren weather events is being factored into the planning.

USACE continues to pursue innovative approaches to d veloping and communicating information critical to mana ing flood risk in areas susceptible to effects from coast storms. A recent example is the work that we are doing wi the National Oceanic and Atmospheric Administratio (NOAA) and FEMA as a member of the Interagency Clima Change Adaptation Task Force. Together, we developed tool to help communities anticipate the influence of sea lev rise on flood risks. The tool was developed using base flod elevations from FEMA, the coastal mapping capabilities NOAA and a sea level rise calculator from USACE. No communities and individual homeowners have informatio that will help them plan and take action.

We need to be innovative when managing anoth weather extreme: drought. The Midwest drought of 20 persisted throughout much of the Mississippi River Basi affecting navigation channels crucial to commercial traf and water supply operations. Fortunately, previous inve ments in constructing rock dikes, weirs and other structur produced better flow conditions than in past droughts. U ACE contracted for the blasting removal of rock pinnacl and shoaling on the Mississippi River as water levels r



Jo-Ellen Darcy *became the Assistant Secretary of the Army (Civil Works) in August 2009. She establishes policy direction and provides supervision of the Department of the Army functions relating to the U.S. Army Corps of Engineers' Civil Works program. Previously, she was the senior environmental advisor to the Senate Finance Committee and the senior policy advisor to the Senate Environment and Public Works Committee. She has a B.A. from Boston College and a master's degree in resource development from Michigan State University.*



In addition to widening the spillway to improve safety at Pennsylvania's Prompton Dam, the USACE Philadelphia District built a wall along the spillway, a bridge to get to the dam, an operations center and a garage.

led. An expedited contract advertisement and award ocess to remove the pinnacles, a process that ordinarily uld have taken months, was reduced to 10 days.

ome of these previous investments in our infrastructure need to be addressed, as many projects' design lives are past their 50-year threshold. An Executive Order was issued in March 2012 that requires agencies to identify nationally or regionally significant infrastructe projects and set aggressive schedules for completing the cessary federal permit and review decisions for each pro-. This "we can't wait" infrastructure initiative demonates innovation and best practices in the permitting ocess. Seven civil works projects are t of this initiative, and USACE will ntinue to add to that list.

n addition, the President's Task rce on Ports is aligning initiatives oss federal agencies and recognizthe importance of our nation's port stems to the global economy. In 0, U.S. exports and imports valued approximately $1.4 trillion moved ough coastal navigation channels d harbors constructed and mained by USACE. In terms of value, s amounts to approximately 43 perat of all exports and imports, and by nage, it is approximately 75 percent all exports and imports. The Presint's 2013 budget includes a $176 llion increase in investments in our vigation program, an 11 percent inase from last year's budget.

n a further effort to coordinate fedl investments, we have entered into emorandum of understanding with the Department of Transportation (DOT) to codify how the two departments could collaborate better. This effort will include input from other federal agencies, including the Committee on the Marine Transportation System, and will streamline and enhance the effectiveness of federal investments in multimodal infrastructure projects. USACE will now comment on and identify grants proposed by the DOT's Transportation Investment Generating Economic Recovery program that complement Corps projects, and DOT is using that input in its final grant decisions. We recognize the common denominator for both of our organizations with the Panama Canal expansion and the advantages it will bring to our nation's economy and the world. Post-Panamax size vessels currently call at U.S. ports and will dominate the world fleet in the future. They will call in increasing numbers at U.S. ports that can accommodate them, therefore providing opportunities for economically justified port expansion projects in the United States to accommodate post-Panamax vessels.

* * *

We continue to develop innovative ways to use our resources and expertise to deliver value to our nation. ★



LTC James A. DeLapp (left), then-USACE Nashville (Tenn.) District commander, leads the city's mayor, Karl Dean, on a tour of improvements at Wolf Creek Dam near Jamestown, Ky., last August. Nashville is 270 miles downstream from the dam.

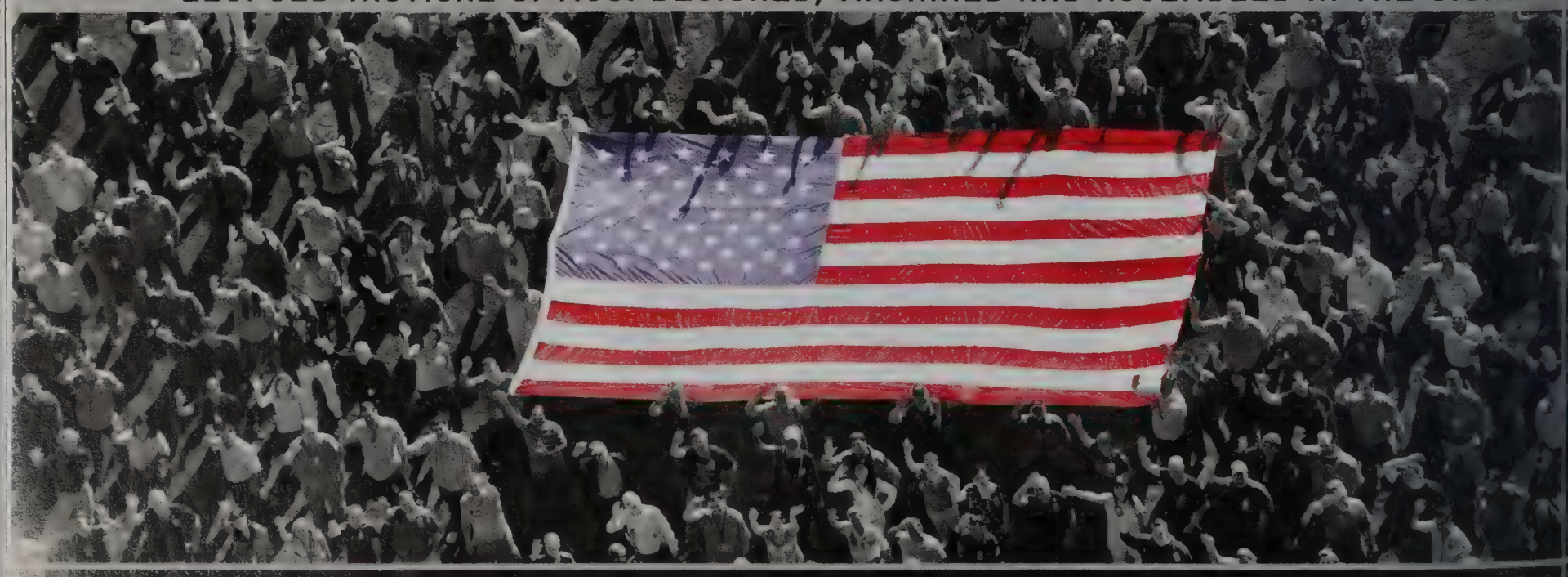


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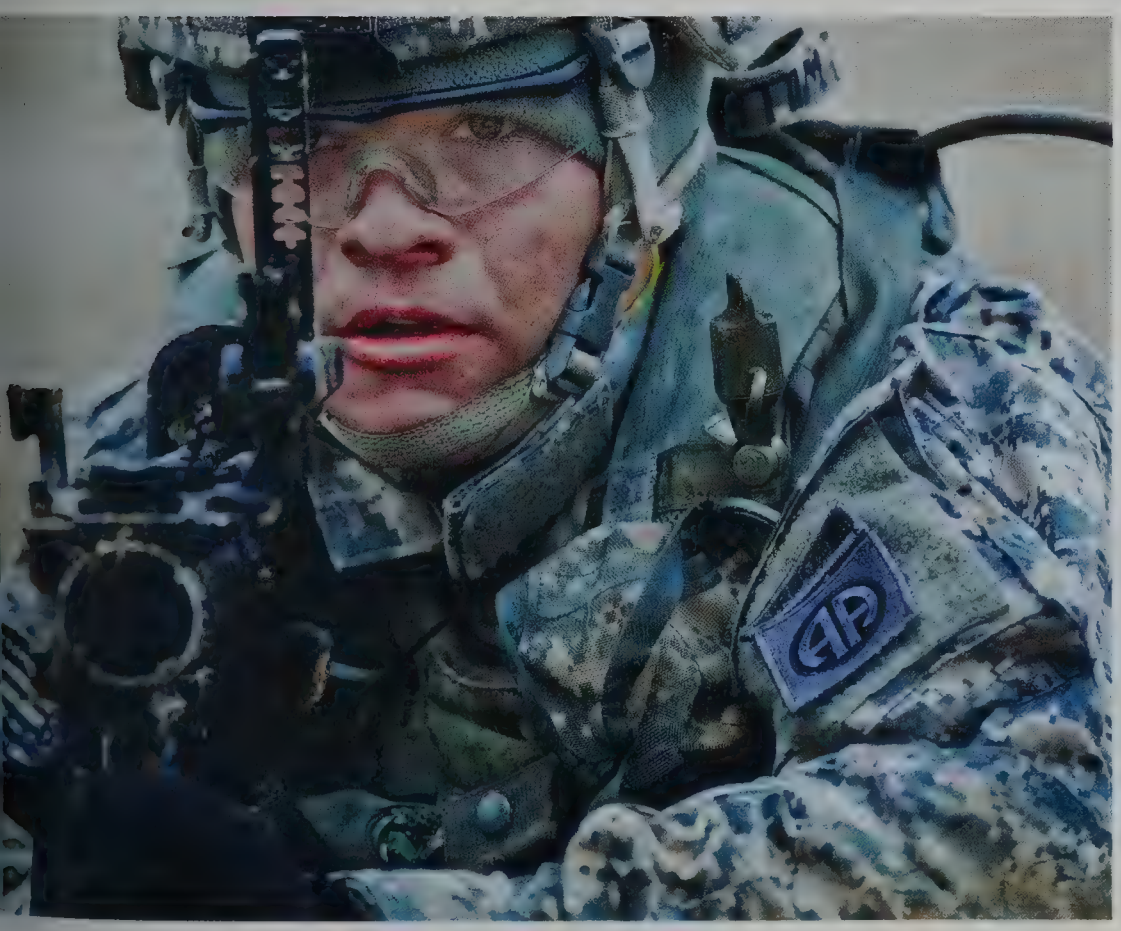


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Building Readiness And Providing Responsive Landpower

By GEN Daniel B. Allyn
Commanding General,
U.S. Army Forces Command

As we approach what promises to be a pivotal 2014, U.S. Army Forces Command (FORSCOM) remains focused on its overarching responsibility to build readiness in active, Army National Guard (ARNG) and U.S. Army Reserve (USAR) units while executing its role as the Army's force provider of conventional landpower capabilities to the combatant commands. Partnered with the other Army commands, the National Guard Bureau, U.S. Army Reserve Command, Army service component commands (ASCC) and direct reporting units, FORSCOM used the power of a dedicated, high-performing team to accomplish every 2013 mission in an environment marked by extraordinary complexity and fiscal uncertainty. These strong





SGT Amanda Olmeda with the 1st Brigade Combat Team (BCT), 101st Airborne Division, provides security from an observation tower on Forward Operating Base Fenty, Nangarhar Province, Afghanistan. U.S. Army Forces Command is responsible for building Army readiness and provides forces to the combatant commands.

partnerships connect the operational Army to the institutional and industrial Army in order to improve readiness and increase fiscal stewardship. This is essential to drive readiness systems to support the Army's core operating process: force generation.

For four decades, FORSCOM has delivered formations for employment by theater commanders or combatant commanders in lean and healthy resource climates, and we will lead this effort into the next decade. Throughout this cyclical process, our enduring priority is to fully resource every deploying formation and those with missions requiring prepare-to-deploy orders. Our uncompromising readiness standard is to resource and train to the level necessary for the mission. Consistent with that immutable standard, during the past year FORSCOM prepared and deployed a corps headquarters, three division headquarters and a division tactical command post; 45 brigade-size active, ARNG and USAR formations; and almost 2,000 active, ARNG and USAR functional and multifunctional capabili-



GEN Daniel B. Allyn *assumed command of U.S. Army Forces Command in May. Previously, he was commanding general, XVIII Airborne Corps and Fort Bragg, N.C. He was also chief of staff, Multinational Corps-Iraq, and commanding general of Combined Joint Task Force-1 and Regional Command East, Afghanistan. In addition, GEN Allyn has served in Korea, Grenada, the Sinai Peninsula, Panama and Saudi Arabia. He is a graduate of the U.S. Military Academy; the Infantry Officer Basic and Advanced Courses, Fort Benning, Ga.; the U.S. Army Command and General Staff College, Fort Leavenworth, Kan.; and the U.S. Naval War College, Newport, R.I., where he earned a master's degree in national security and strategic studies.*

ties organized at the battalion level a
below. The Army continues to provi
the capabilities required by combata
commanders to meet the full range
landpower missions with our globa
responsive, regionally engaged force.

Our success in deploying comba
ready units is a function of the rig
ous, realistic and innovative traini
conducted both at home station/a
nual training sites and during postm
bilization training. All brigade comb
teams (BCT)—active and ARNG—d
ploying to Afghanistan, and sele
BCTs deploying for critical missions
the U.S. Central Command (CEN
COM) area of operations, conduct m
sion rehearsals at the National Traini
Center at Fort Irwin, Calif., or the Jo
Readiness Training Center at Fort Po
La. Our combat training centers of
an optimally resourced training environment that is t
lorable and scalable to commanders' training objectiv
with robust integration of combined arms and joint, inte
gency, intergovernmental and multinational enablers. Se
eral of our exercises this year exemplified the precision
fects achieved through interoperable special operations a
conventional forces, replicating our historic combat su
cesses of the past decade. BCTs and supporting active co
ponent and reserve component capabilities undergoing th
training face a highly capable opposing force—a near-pe
competitor executing major combat operations across the f
range of problem sets: anti-access capabilities, offensive c
ber electromagnetic activities and weapons of mass destr
tion. This approach to collective training, coupled with te
combat training centers' fully integrated capabilities, p
pares our units to deploy and dominate across the globe
dynamic, complex and unpredictable environments.

FORSCOM commanders set conditions for success by u
ing Mission Command to master combat fundamentals t
home station and by adhering to doctrinal training a
leader development principles. Effective unit training a
leader development flourish where command climates
built on trust and discipline, efficient maintenance of ve
cles and weapons, smart risk management, and living o
Army values. This integrated approach delivers dis
plined, trained and ready forces capable of skillfully exec
ing unified land operations anywhere in the world.

This year proved formative in our preparation of decisi
action-capable, regionally aligned units with an expe
tionary mind-set, mission-tailored and responsive to comb
ant commander needs. These qualities proved effective
hundreds of security cooperation activities when allocated
regionally aligned to combatant commanders. Regiona
aligned forces (RAF) complement the DoD global force ma
agement and allocation process and provide responsive, m
sion-ready Army units and capabilities to the geograph



SPC Eric Palm, Squad Automatic Weapon gunner with the 2nd BCT, 1st Armored Division, defends his position after a cordon and search of Palmiyah Village, part of the training area at Fort Bliss, Texas.

ıbatant commanders. RAF provide the means for FORS-M, as the Secretary of the Army's service force provider conventional forces, to align corps and division head-rters and brigade-size formations to geographic combat- commands' ASCC for planning, coordination and em-yment. Organizations aligned in this manner are trained validated for unified land operations. They also conduct ion-focused training and assume their regional alignment sion in support of their specific combatant commands. ts aligned to a specific combatant command are consid-d first to source requests for forces from the combatant mand with whom they are aligned. This strategy enables RSCOM units to be regionally focused and responsive to combatant commanders, while retaining the agility our ional Command Authority requires to respond to emerg- operational requirements around the world.

his past year's experience with the 2nd Armored Brigade nbat Team, 1st Infantry Division, Fort Riley, Kan., aligned U.S. Africa Command (AFRICOM), exemplified the ngth of regionally aligned forces in support of combat- commanders. This BCT will execute close to 100 secu- cooperation tasks and activities in 34 African nations support of the commander of AFRICOM. These mis-ıs range from battalion-level support to Combined Joint k Force-Horn of Africa in the Republic of Djibouti; par-ɔation in major joint, combined and multilateral exer-s such as Western Accord 2013 in Ghana; and platoon-l training with Ugandan military police. Other AFRICOM uirements called for capabilities organized below the toon level in locations throughout the African conti-t. Our leaders and units exemplified the Army's re-nsiveness to these vital national security missions and agility to deliver precision effects across a broad range nissions.

Another example of how RAF enhance FORSCOM's support to the combatant commanders involved 1st Armored Division deploying its tactical command post to Jordan this year in support of CENTCOM's Exercise Eager Lion. This joint multinational exercise is designed to strengthen military-to-military relationships and enhance regional security and stability. The 1st Armored Division headquarters and other FORSCOM units and capabilities participating in Eager Lion focused on coalition Mission Command, integrated air and missile defense, humanitarian assistance, and disaster relief. This training demonstrates many of our Army's strengths and capabilities, while highlighting challenges associated with combined operations. One of the most significant challenges is information sharing between allies.

To facilitate information sharing, the 1st Armored Division HQ established a viable coalition network, employed systems for reach-back to Fort Bliss, Texas, and other continental U.S.-based capabilities for warfighting function support, and demonstrated the power of the regionally aligned force initiative. Alignment with CENTCOM enabled the division headquarters to prepare effectively for exercises and contingency operations through focused training on subjects such as language, culture, geography, and regional governments and militaries.

As our Army matures our RAF concept, FORSCOM will sustain responsive support to our combatant commanders. This year, the 1st Armored Brigade Combat Team, 1st Cav-



Returning from a deployment in Afghanistan, a soldier from 3rd BCT ("Rakkasans"), 101st Airborne Division (Air Assault), embraces his daughter during a welcome home ceremony at Fort Campbell Army Airfield, Ky.



An M1151 enhanced armament carrier from the 9th Cavalry Regiment, 1st Cavalry Division, Fort Hood, Texas, moves out during a training exercise at the National Training Center, Fort Irwin, Calif. BCTs deploying to Afghanistan conduct mission rehearsals at the National Training Center or the Joint Readiness Training Center, Fort Polk, La.

alry Division, Fort Hood, Texas, assumes the European Response Force/NATO Response Force (ERF/NRF) mission. While responsive to operational contingencies, a battalion task force and a brigade command-and-control element will participate in two 60-day joint and combined exercises. These BCT elements will deploy to Europe and draw their major combat systems from the European activity set, specifically established to support the ERF/NRF, including M-1 tanks and M-2 infantry fighting vehicles.

FORSCOM units will remain responsive to requirements across U.S. European Command's area of responsibility, providing a brigade-size, multicomponent force to the Kosovo Force mission in the Balkans.

In response to the nation's strategic rebalance to the Pacific, FORSCOM organizations and units provide landpower capabilities in support of U.S. Pacific Command's (PACOM) theater security cooperation activities. I Corps, assigned to PACOM and headquartered at Joint Base Lewis-McChord, Wash., provides a combined/joint task force-capable headquarters. Following redeployment from Afghanistan, the corps participated in Talisman Saber 2013, a biennial combined Australian and U.S. training exercise focused on combined task force operations to improve combat readiness and interoperability with a Pacific ally. Talisman Saber provided the training venue to certify I Corps as a combined force land component command supporting the PACOM commander. Throughout this past year, 90 FORSCOM, ARNG and USAR units participated in 16 PACOM-sponsored joint, bilateral and combined exercises.

In U.S. Southern Command, we support the combatant commander's joint and combined exercise program and provide military police and other capabilities to the Guantanamo Bay detention camp. FORSCOM continues to deploy capabilities to Joint Task Force Bravo at Soto Cano Air Base, Honduras. The joint task force's m sion includes multilateral exercis counter-narco-terrorism, humanitari assistance/disaster relief, and buildi partner nation capacities to promote gional cooperation and security in t Caribbean, Central America and Sou America.

The 48th BCT, Georgia ARNG, our first reserve component u aligned under the RAF concept. T 48th BCT, along with capabilities fr other Georgia ARNG units, is suppo ing U.S. Southern Command's thea engagement plan while obtaining perience operating in the region. T lessons learned from this first ARN RAF alignment will provide the ba line from which we can improve e cution across the total force.

During the past year within the co tinental United States, FORSCOM p vided vital capabilities in support of U.S. Northern Co mand's homeland defense and Defense Support of Ci Authorities mission. An example is 4th Infantry Divisio support of firefighting efforts in the West. Headquartered Fort Carson, Colo., the division provided aviation and oth capabilities during the destructive Black Forest wildfire. T fiscal year, FORSCOM is enhancing the responsiveness our support to U.S. Northern Command with a quick re tion force of three battalions and a brigade-size headquarte

In recognition of the escalating cyber threat, FORSCO completed substantive actions to facilitate Mission Co mand in units. At FORSCOM headquarters, we establish a G-39 division, published guidance on the commande program to manage cyber risk and resourced cybersecur assistance teams to address technical challenges our u face from the rising cyber threat. Our combat training c ters use 1st Information Operations Command's Wo Class Cyber Opposing Force to assess unit readin against cyber attacks. Our combat training center expe ences demonstrate the essential role of enhanced home s tion training, including a train-the-trainer cyber oppos force capability. Increased focus on well-resourced cy and electromagnetic training activities at home station w continue to enhance Mission Command.

In fiscal year 2014, FORSCOM will enhance the Arm responsive warfighting capabilities. Our Mission Comma alignment from corps to brigade level will increase co mander-to-commander interface for training and readine mentoring, coaching, and leader development. It will e hance staff-to-staff effectiveness by enabling sustained fu tional focus and expertise sharing. Corps commanders w serve a central role in leader development, administrati oversight, staffing, equipping, command supply disciplin and training integration and synchronization in prepar units for mission alignments. Concurrently, we will w

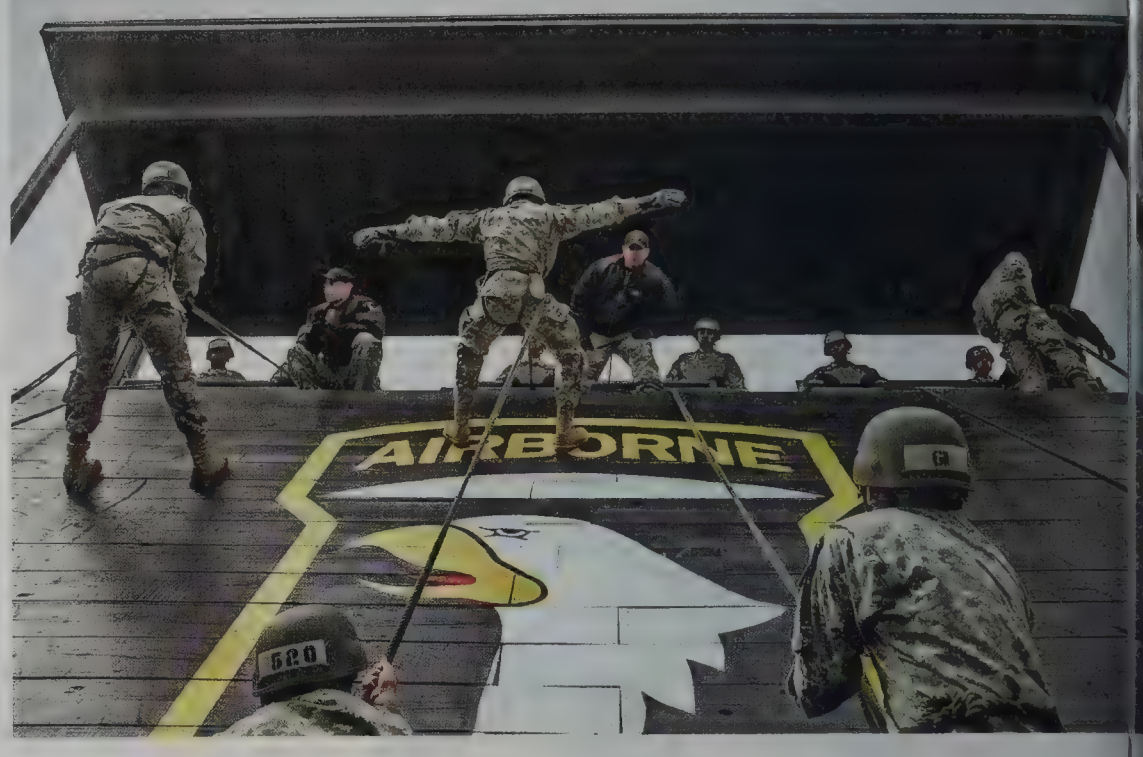


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Soldiers from the 2nd BCT, 101st Airborne Division (Air Assault), rappel at Fort Campbell's Sabalauski Air Assault School. The school offers a 10-day course that qualifies soldiers for several missions, including air-assault helicopter operations, sling-load missions, and fast roping and rappelling.

across FORSCOM and supporting commands to achieve total force integrated training. We will gain efficiencies through centralized coordination of training facilities and enablers, and we will match component capabilities to unit training requirements. In doing so, we will focus on delivering improved combat readiness and leader development across all components. In a constrained resource environment, we will achieve integrated synergy and readiness within our resource capacity.

We will implement the Secretary of the Army's total force policy throughout the command, including support to the ARNG and USAR during predeployment collective training of tactical-level organizations. FORSCOM principally executes this training support through First Army, headquartered at Rock Island Arsenal, Ill.

The officers, NCOs and soldiers of First Army's two major subordinate commands—Division East, headquartered at Fort Meade, Md., and Division West, headquartered at Fort Hood, Texas—are on the ground with the ARNG and USAR during premobilization and support realistic and mission-focused postmobilization training. Last y 47,000 ARNG and USAR soldiers mobilized, completed t unit training at one of five mobilization training centers, deployed to support operations around the world. For fi year 2014, First Army is prepared to mobilize and train to 38,000 soldiers, although the number could be lower pending on the combatant commanders' demand for la power capabilities. With 71 percent of multifunctional s port brigades and 74 percent of functional support briga in the ARNG and USAR, we will continue to train and f as America's Army.

This year, we will implement the Army force structure justments the Chief of Staff of the Army announced in J Though slated for completion by 2017, we will posture force to support an accelerated pace as directed. Acc ingly, we will adjust our readiness processes and amend training and resource strategy. The a tion of a third maneuver battalion creased engineer and cannon artil and changes to support and sust ment capabilities in BCTs, along w changes to echelons above BCT sup and sustainment capabilities or st ture, will affect how we train and training facilities and enablers requi

Not since World War II has ac ARNG and USAR training achie the level of integration we enjoy to Nevertheless, we continue to impr We are faced with recurring challe that require us to adapt to chang fiscal, force structure and global e ronments while providing opti readiness for our nation. FORSCO civilians and active, ARNG and U soldiers remain a formidable team will meet every mission the natio quires with dominant capabilities decisive leadership.



SGT Nichole D. Sharp, a military police officer with the 3rd Infantry Division, and Hatos, a military working dog, conduct a security assessment in Kandahar Province, Afghanistan.

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Building Strategic Landpower

By GEN Robert W. Cone
Commanding General,
U.S. Army Training and Doctrine Command

"This country must always be able to fight on the ground and stand up … against its enemies."

—GEN William E. DePuy

What we have seen over the last 12 years of war is only part of what we are going to face five, 10 or even 30 years from now. We will likely see a variety of new dangers and complex threats across the spectrum of conflict. We need to think about and lay the foundation for tomorrow's success today. It starts with bringing the right lessons forward so the Army can evolve and be prepared for any challenge.



The greatest lesson we learned from Iraq and Afghanistan is that all conflict remains a human enterprise: a clash of wills involving governments, militaries and people.



Graduates of the Special Forces Qualification Course, run by the U.S. Army John F. Kennedy Special Warfare Center and School at Fort Bragg, N.C., stand at attention at their graduation ceremony. They wear their Special Forces green berets for the first time.

Though the human aspects of conflict and war are absolute, they are not well represented in security policy, strategy, doctrine and operational concepts. There are re-emerging "easy war" discussions advocating technology, strike and "small footprint" operations. But war is never easy. It is always messy, and it is centered where people live. As a result, the fundamental nature of war and its tie to the human domain on land were the primary considerations as we developed the concept of strategic landpower.

A Clash of Wills

Winning the clash of wills is the fundamental goal of strategic landpower. Applying military power to influence or control land, resources and people is its means. The Army, U.S. Marine Corps and special operations forces each have unique capabilities designed for different purposes, and each intersect on land in the human domain during their respective operations. In 2013, we, along with the Marines and Special Operations Command, bega transitioning to an expanded idea of strategic landpow We are defining a concept for the legal, moral and ethic application of landpower in pursuit of U.S. national obje tives in current and future operational environments du ing joint operations. Strategic success—or failure—mc often occurs within the land domain, so our ability to co duct sustained land operations against the range of pote tial threats as part of the joint force is vital to protecti U.S. national interests.

The Human Nature of War—Strategic Landpowe

At U.S. Army Training and Doctrine Command (TR DOC), we are leading the conceptual development of stra gic landpower. The central idea behind the strategic lan power concept involves operational maneuver at strate distance to gain temporal, physical and psychological a vantage during all phases of military operations. Strate landpower has three distinct purposes: first, prevent confl through engagement, forward presence and demonstrati of U.S. resolve; second, enable and support other instr ments of power, including interagency and multinatio operations; and third, posture the military for decisive joi force operations when and wherever called upon.

Emerging central and supporting ideas for strategic lan power focus on the principles of "Prevent, Shape, Wi Fulfilling these principles requires regionally engaged, c turally agile forces that can prevent events from develop and unhinging strategic objectives. These forces must globally responsive and integrated into the human doma at all levels. They must also be culturally and technolo cally astute enough to operate comfortably at the conf ence of human, cyberspace and physical domains. Doi all of this will require forward employment, building pa



GEN Robert W. Cone *is the commanding general, U.S. Army Training and Doctrine Command, Joint Base Langley-Eustis, Va. Before that, he served as commander, III Corps and Fort Hood, Texas, and deputy commanding general-operations for U.S. Forces-Iraq. GEN Cone also commanded the National Training Center at Fort Irwin, Calif., and has served in command and joint staff positions in Iraq and Afghanistan as part of Operation Iraqi Freedom and Operation Enduring Freedom. A graduate of the U.S. Military Academy, where he was commissioned as an Armor officer, he holds master's degrees in sociology from the University of Texas at Austin and in national security and strategic studies from the Naval War College.*


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During the Individual Adaptability Phase of the Asymmetric Warfare Adaptive Leader Program, soldiers from various commands break into small teams and are charged with working together to navigate obstacles. The 10-day program is run at Fort A.P. Hill, Va.

ners with capacity, and cooperation between special operations and conventional forces during the execution of decisive action operations.

What all of this means is that the future Army will operate differently from today. The Army will maneuver at the strategic level to build partners, reassure allies, establish theaters of operation, deter hostile entities and rapidly defeat enemies. The Army will counter enemy anti-access and area denial strategies through distributed land operations enabled and supported by air and sea forces and integrated in time, space and common purpose. Tactical combined arms maneuver and wide area security are enabled by Mission Command and cyberspace operations, which are able to rapidly combine with unified action partners and work in concert with special operations and Marine forces. Robust Army, Marine and special operations forces will provide the capability within the joint force to impose our national will on enemies and protect our national strategic interests.

I was recently reminded of the importance of possessing a force capable of "compelling an enemy" by the chief of the Australian army. As we were discussing ways to i crease U.S. influence in the Pacific region, he said, "Yes, w will welcome your partnership to come in. We know t neighborhood. We will introduce you to folks. But alwa remember one thing: Your ability to shape and prevent i direct reflection of your ability to compel. If you don't ha the competent forces, if you don't have the well-train forces, and if you do not have the ability to win as a grou force, people will not listen to you."

Operationalizing Strategic Landpower

As a starting point, we are fortunate to have the b practices generated by and tested in the last 12 years combat. We are taking what we learned in Iraq a Afghanistan and putting in mechanisms to ensure we ha an equivalent level of cultural and situational understar ing about a region before entering a theater, or to rapi do so after deployment.

The U.S. Army Asymmetric Warfare Group (AWG) i tremendously effective organization that went into Iraq a Afghanistan and tracked enemy tactics, techniques and pro dures (TTP) as they developed. It passed information to u in theater as well as to units preparing to go to war. Even our current war ends, TRADOC's AWG—"global scouts"— already forward, building a detailed understanding of the o erational environment. During 2013, AWG was deployed 24 countries across the geographic combatant commands, cluding Hungary, Turkey, Colombia, Israel, the Philippin Jordan, Senegal, Korea and Afghanistan.

The Human Terrain System has been invaluable dur operations in Iraq and Afghanistan, and that success co tinues. During 2013, 20 human terrain teams deployed conduct operational environment assessments and r work analysis. A human terrain element is at each Ar service component command to provide essential linka between the operational and institutional force for hum terrain analysis.

The centerpiece of TRADOC's effort to pioneer futu capabilities lies with the Brigade Modernization Co mand and Network Integration Evaluations (NIE). evaluate capabilities every six months with field test that brings industry, testers, developers and soldiers gether to examine new technologies applied to a brig combat team conducting contingency operations in a s ulated environment. We are focusing on extending the n work to soldiers, enhancing the common operational p ture and enabling collaborative decision making thro Mission-Command-on-the-move. NIEs have realized m than $6 billion in cost avoidance of programs that were duced or killed based on results achieved during exp mentation.

We have also begun to ensure that regionally alig forces receive realistic, demanding training through sig icant intelligence feeds and culturally relevant training lored to their potential deployment area of responsibi Through this process, we create pools of units and sold familiar with a region before they ever actually deploy

ılarly deploying from the United
es to overseas for additional train-
we give our expeditionary Army
miliarity with terrain, people and
ure formerly gained only by being
vard based.
me have asked me, "You could go
where, so why focus on any partic-
place? Why not just reestablish the
snovians' and fight them?" The
on we don't is that this generation
merican soldiers is used to solving
-world problems; they are not in-
sted in solving pretend problems.
naysayers immediately reply, "You
never get that right. It's a big
ld and you just can't predict where
ble will erupt." Well, we don't have
et it entirely right. If we have just
e or four of our 33 brigades conver-
in the language, culture and net-
ks of where we are deploying to,
will be eons ahead of where we
ted in Iraq and Afghanistan.



Smoke pours from a building in a mock town at the National Training Center (NTC) at Fort Irwin, Calif., as 2nd Armored Brigade Combat Team soldiers train for deployment. All brigades that rotate through the NTC train in two main ways—conventional force-on-force and wide area security training, which includes counterinsurgency.

Developing Leaders

n Iraq and Afghanistan, the challenges our soldiers faced
ed us to quickly learn and adapt at the point of attack. In
ng so, we proved that adaptive thinkers can overcome
ost anything. In order to retain this level of effectiveness
prepare for the future, we are actively adapting how the
ny institution trains and develops leaders.
n June, Army leadership signed the "Army Leader De-
opment Strategy," the way ahead for building the next
eration of Army leaders. This comprehensive approach
36 major improvements, 86 percent of which are com-
e or under way. One example is that we now start the
lti-Source Assessment and Feedback with second lieu-
ants to ensure a career-long assessment. We are also ad-
ing important development time and time on station
captains and majors, so they can be afforded broaden-
experiences. The new Officer Evaluation Report will be
by December of this year, and we are working on a pi-
program for Army Green Pages, a Web-based tool to
ch skills and career goals for assignment selection.
We are emphasizing Mission Command across the Army
hat agile and adaptive leaders can better execute uni-
action in complex and ambiguous environments. We
capturing lessons learned from the field and including
m throughout the hierarchy of Doctrine 2015, with a
l of having doctrine that keeps up with the speed of
nge and remains relevant. The Army Learning Model is
ving toward more digitally enabled, face-to-face interac-
-oriented learning strategies. The Virtual Battlespace 2
form integrates capabilities from the training centers of
ellence into exercises using live, virtual, constructive
gaming elements for a more demanding and realistic collective training experience. Finally, Project Foundry training is enhancing tactical intelligence skills, regional expertise and intelligence-related TTPs in 21 locations across the country.

This year, the TRADOC Training Brain Operations Center (TBOC) supported 67 home station training exercises, replicating real and constructed operational environments, including simulated real-time intelligence surveillance feeds. We provided data and threat support to seven combat training center (CTC) rotations and supported three United Endeavor exercises. TBOC also produced 11 Virtual Battlespace scenarios and two interactive video and gaming products that enhance curricula and fill training gaps identified by the force. Seven Decisive Action rotations at the various CTCs included a full range of military operations training in the human domain.

We are restarting the Project Warrior program this year, in which our best captains serve a two-year CTC tour and then two years as a small-group instructor at a center of excellence. The goal is to infuse observations, insights and lessons gained from multiple CTC Decisive Action rotations back into the operational force.

Focus on Strategic Landpower

The Army is adapting for near-term and future challenges to the nation by focusing on the legal, moral and ethical application of landpower. TRADOC has made considerable gains in 2013 in operationalizing strategic landpower. We are retaining the right lessons from the last 12 years while enabling the Army to evolve to where it needs to be in the future. Our nation requires us to compel our enemies and protect our interests, and strategic landpower is what will win the clash of wills. ★

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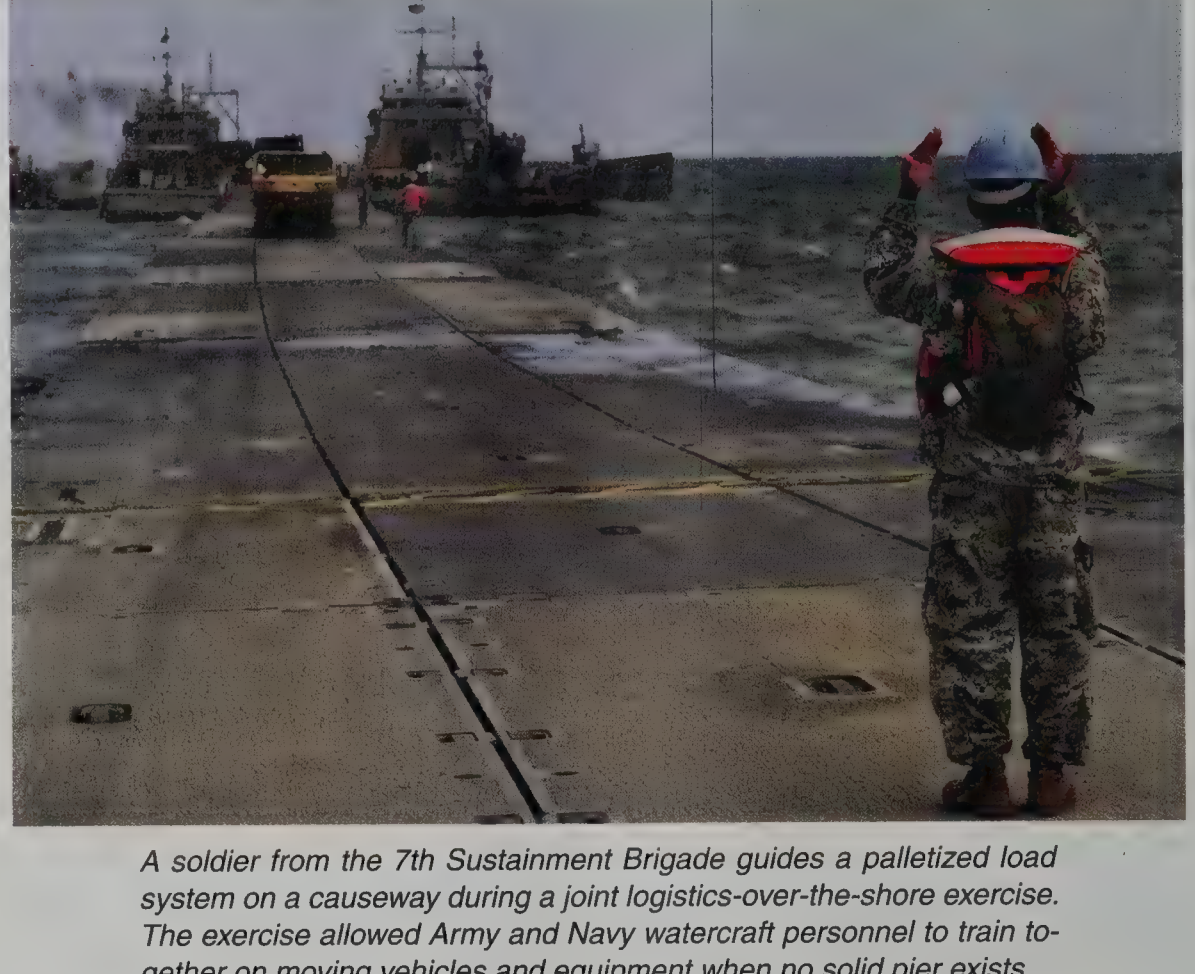
AMC—Delivering Army And Joint Readiness in a New Era

By GEN Dennis L. Via
Commanding General,
U.S. Army Materiel Command

As our Army transitions from more than a decade of combat and enters a period of prolonged fiscal uncertainty while supporting increasing contingency requirements around the world, U.S. Army Materiel Command (AMC) is in the midst of adapting its commands and organizations to remain the premier provider of readiness for the Army and the joint force.

Through its regional alignment with the geographical combatant commands (COCOM), AMC is committed to providing joint warfighter readiness—researching, developing, delivering and sustaining the equipment and materiel required to meet any future mission. Transitioning our logistics capabilities and processes, AMC is providing asset visibility at the enterprise level never before seen,





A soldier from the 7th Sustainment Brigade guides a palletized load system on a causeway during a joint logistics-over-the-shore exercise. The exercise allowed Army and Navy watercraft personnel to train together on moving vehicles and equipment when no solid pier exists.

facilitating materiel and equipping decisions while maintaining accountability throughout the logistics pipeline—from depot to installation to unit.

Supporting the Current Fight, Preparing for the Next Contingency

AMC plays a pivotal role in the retrograde and reset of equipment from Afghanistan. Through joint collaboration and synchronization with our strategic partners—U.S. Transportation Command (TRANSCOM) and the Defense Logistics Agency (DLA)—AMC has continued to preserve critical



***GEN Dennis L. Via** became the 18th commanding general of U.S. Army Materiel Command (AMC) in August 2012. Before that, he served as the AMC deputy commanding general, and he deployed to Kuwait to oversee the retrograde of equipment and materiel out of Iraq at the conclusion of Operation New Dawn. He previously served as director for Command, Control, Communications and Computer Systems, J-6, The Joint Staff, Washington, D.C. GEN Via has served in numerous command positions, including commanding general, Communications-Electronics Command (CECOM) and Fort Monmouth, N.J.; 5th Signal Command, Mannheim, Germany; Third Signal Brigade, III Armored Corps, Fort Hood, Texas; and 82nd Signal Battalion, 82nd Airborne Division, Fort Bragg, N.C. GEN Via was commissioned in 1980 after graduating from Virginia State University and later earned a master's degree from Boston University. He is a graduate of the U.S. Army's Command and General Staff College and the U.S. Army War College.*

resources, streamline processes a gain efficiencies. This involves clea understanding the combatant co mander's intent and priorities and p viding uninterrupted support while multaneously setting conditions a anticipating future contingency op ational requirements.

Acknowledging the current and futu resource-constrained environment, AM is quickly adapting its support structu research and development, and logist processes to remain the Army's a COCOMs' global logistics provider choice. This will be sustained throu the symbiotic relationship among Ar field support brigades (AFSB), dir torates of logistics, the enduring ganic industrial base (OIB), resea and development, and expeditiona contracting capabilities. Each play critical role through the entire logist and sustainment process, from ea entry tasks, to out-load, to depot-le maintenance, to reach-back, to mate regeneration back to the warfighter.

AMC's depots, arsenals and ammunition plants—t Army's OIB—are strategic enablers, along with labs a engineering centers, and are combat multipliers in planning efforts as we reset the force and prepare for known future contingencies. The OIB encompasses m than 20 critical, one-of-a-kind facilities providing capab ties that, in many cases, exist only in the United States robust OIB accelerates the reset and modernization of Army's equipment and generates readiness in our brig combat team (BCT) formations. As examples, the Lake C Army Ammunition Plant in Independence, Mo., is the o small caliber ammunition manufacturer, producing up 1.5 billion rounds per year; aviation reset workers at C pus Christi Army Depot in Texas deliver a combat aviat company's worth of UH-60s every six weeks; and Wa vliet Arsenal in New York, which recently celebrated 200th year, is the sole producer of large-caliber gun tu for DoD. These unique and "generation-grown" capabili are a national resource and are vital to our nation's defe

AMC's Global Stance in Support of COCOMs

AMC continues to provide the advanced equipment a materiel solutions that help ensure that the Army rema the most dominant land force the world has ever kno The global threat environment is changing at an accelera pace, and AMC must remain postured to meet U.S. la forces home station and expeditionary support requ ments. To do so, the Army has implemented regiona aligned forces (RAF), which is the concept of the Secret of the Army and the Chief of Staff of the Army to provi combatant commanders with versatile, responsive and c

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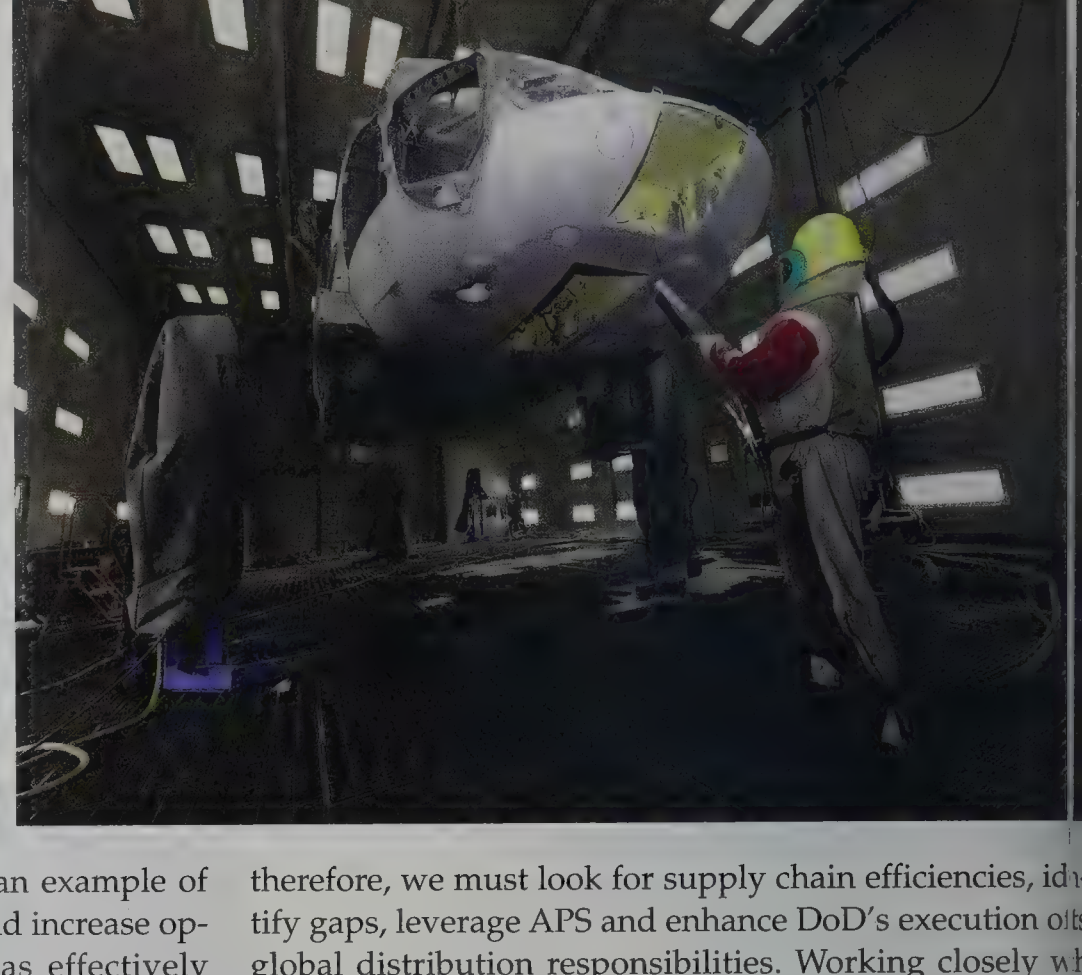
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A worker at Corpus Christi Army Depot, Texas, sandblasts a UH-60 helicopter as part of the aviation reset process.

sistently available Army forces to meet requirements across a range of military operations, including operational missions (crisis response and limited contingency operations); operations support (as outlined in Title 10 of the U.S. Code); theater security cooperation activities; and bilateral and multilateral military exercises. As part of the joint force, the Army provides the versatility, responsiveness and consistency to the COCOMs to prevent, shape and win.

AMC has embraced the RAF concept by remaining expeditionary, adaptable and responsive through regionally aligning its force structure with each geographical COCOM and strategically positioning and reallocating materiel to provide optimal support. Army prepositioned stocks (APS) are an example of how AMC is able to provide global agility and increase operational reach to the joint force. AMC has effectively aligned the Army's APS capabilities, adjusting, modernizing and updating stocks and equipment in accordance with Headquarters, Department of the Army, and COCOM mission priorities. As a result, AMC continues to be a vital force multiplier, providing a scalable and tailored response across the spectrum of operations in all types of operational environments in support of the warfighter.

AMC and the Global Supply Chain

The Army's future operating environment requires the ability to provide flexible landpower to the joint force; therefore, we must look for supply chain efficiencies, id tify gaps, leverage APS and enhance DoD's execution o global distribution responsibilities. Working closely w DLA and TRANSCOM, AMC will continue to optimize global supply chain by utilizing the logistics informat warehouse (LIW) and its decision support tool, a W based materiel distribution system, to see materiel in ti time, with the ability to track status, location and other information in order to manage materiel distribution w accuracy, awareness and efficiency—all at a significar lower cost.

AMC continues to lead the way in the provision of l cycle logistics information and supporting automation a pabilities for the Army. These efforts are critical to exe tion of the Army lead materiel in grator (LMI) role and directly supp our core competencies to equip, s tain and integrate materiel to ena a decisive force. Timely, relevant a secure logistics automation infor tion systems, collaboration servi and business intelligence and deci support tools are vital to execut Army missions, particularly in a c strained resource environment. T priority includes three strategic ca bilities: logistics automation; infor tion system operations and supp and information/cyber security, aw ness, and computer network defen

LIW serves as the foundation a focal point of the global supply ch To fulfill this role, the AMC Logis Support Activity will modernize a integrate existing data systems in single authoritative repository a



Soldiers attend advanced individual training for military occupational specialty 91S, Stryker systems maintainer, at Fort Lee, Va. Combined Arms Support Command graduated the first 91S class in early 2012.

pport the Army enterprise resource
nning, allowing seamless reporting
d total asset visibility as the single
my logistics enterprise landscape
ntinues to evolve. The network-en-
led speed of business process com-
nications and information work
w will greatly enhance the Army's
diness at a reduced cost. Invest-
nts to strengthen the global supply
ain will result in more accurate and
iable decisions, enhanced data ser-
es, and customizable reports and
tionable information specific to the
ers' unique mission set.



A deployed Army Materiel Command civilian welds, using a gas metal arc torch inside a forward-based Stryker damage repair facility.

Delivering Readiness At the Army Installation Level

In October 2012, 73 directorates of
gistics (DOLs) were realigned from
stallation Management Command
AMC, eliminating duplication of effort at the installation
vel by linking these former stand-alone capabilities to the
ger Army logistics network of capabilities. In October
13, these DOLs will transform into logistics readiness
nters (LRCs). This transition is more than just a name
ange. We will pursue a centralized contract strategy for
pply, maintenance and transportation services through
e enhanced Army global logistics enterprise program to
ndardize services, reduce overhead and divest expensive
ntract vehicles. Through the delivery of common levels of
pport, the LRCs will be fully linked and integrated with
of AMC's portfolio of capabilities providing comman-
rs access to full-spectrum logistics functions—from na-
nal capabilities to organic resources.

All these initiatives are in support of Global Logistics
20, which seeks to optimize logistics functions to achieve
erational reach, enable freedom of action and provide
durance for joint forces. We want to ensure Army solu-
ns address emerging strategic gaps that include opti-
ized industrial base capability and capacity, unity of ef-
rt, joint theater logistics, Special Operations forces and
nventional force interdependence, and continued collabo-
tion and integration of the reserve component. AMC is
rking toward this end with U.S. Army Training and Doc-
ne Command, U.S. Army Forces Command, and Head-
arters, Department of the Army. The purpose is to inform
e Army functional concept for sustainment to empower
stainment commanders to synchronize and support re-
nal forces, reduce reliance on contracted capabilities, cap-
lize on lessons learned during 12 years of war, and define
erational risks in light of resource constraints.

Getting Back to the Basics

As we transition from a primary wartime support focus
a continental U.S.-based expeditionary Army, our logis-
s processes must adapt. With responsibility for logistics
from the national to the installation level, AMC has taken proactive measures to ensure consistency in critical logistics capabilities, while optimizing our industrial and organic maintenance and sustainment capabilities.

Working in concert with the Assistant Secretary of the Army (Acquisition, Logistics and Technology) and Program Executive Offices, AMC is planning a full review of the entire life-cycle management system as we transition hundreds of Army systems to the sustainment phase. We are establishing processes to transition systems from primarily contracted logistics support to soldier-maintained while continuing to ensure Army readiness and balancing modernization.

We will also sustain our investments in research and development and science and technology to ensure that we maintain the technological advantage achieved during the past 12 years of war while pursuing next generation technologies.

* * *

As we set conditions for our Army for 2020 and beyond, AMC will continue to serve as the single entry point for Army and joint force global logistics support. Our goal is to be fully networked and transparent—regionally aligned and capable of rapidly responding to the needs of the COCOMs. We will continue to achieve the right balance with our capabilities while transitioning from wartime and production to sustainment, providing unmatched logistics support across the full spectrum of conflict. We are committed to sustaining unified land operations in complex environments across extended distances to facilitate operational adaptability, provide distributed support at all echelons, and ensure freedom of movement and action for the joint warfighter. At the end of the day, our vision at AMC remains being the premier provider of Army and joint readiness to sustain the strength of the nation—the soldier. ★

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Strong and Decisive Leadership In Korea

By GEN James D. Thurman*
Commander, U.N. Command,
Combined Forces Command
and
U.S. Forces Korea

Leading the great soldiers, sailors, airmen, marines, and civilians of the joint and combined force is the decisive factor that enables the high level of readiness that maintains the Korean Armistice Agreement to protect vital national interests and defend the Republic of Korea (ROK). This year marks the 60th anniversary of the armistice agreement and the U.S.-ROK Mutual Defense Treaty. The alliance stands stronger than ever due to the basics of leadership we live by every day. Over the last 60 years, leadership has shown the way for our servicemembers and civilians to staff the positions, walk the patrols, maintain aircraft and ships, and run our garrisons so the alliance could deter further North Korean aggression, protect generations of South Korean people, and enable the economic growth and prosperity of the ROK.

EN Thurman is retiring, and GEN
urtis M. Scaparrotti will succeed him.
ne change of command is scheduled
r October 2.





GEN James D. Thurman and Gen. Jung Seung-jo, chairman of the Republic of Korea (ROK) Joint Chiefs of Staff, sign the Combined Counter-Provocation Plan in Seoul, South Korea, March 22.

Leadership is the most critical of the elements of combat power that the United States brings to the U.S.-ROK military alliance. Our leaders challenge assumptions and look for better ways to implement the commander's intent. Our leaders remain adaptive to change when the North Korean regime adjusts its strategic, operational or tactical approach. North Korea's evolving strategy and operational attempts over the years to turn the United States or ROK away from the alliance have been unsuccessful because of the effectiveness of our leadership and the cultivation of close personal relationships.

The U.S.-ROK alliance and the United Nations Command continue to stand vigilant and shoulder to shoulder to preserve the armistice, defend the Republic of Korea and maintain stability in Northeast Asia.

In stark contrast to the success story of the ROK, North Korea has devolved into one of the poorest, most dysfunctional and most isolated nations in the world. Its third-generation dictator, focused on regime survival, continues to choose the path of aggression instead of leading his people to basic subsistence and a chance for better life. During this last year, Nort Korea entered a period of prolonge provocation and continues to inve the bulk of its scarce resources in mil tary capabilities and weapons of ma destruction programs.

The North Korean regime adapts order to survive, adjusting its strateg and operational approach and tactic employment, sometimes with dead results. Along with having one of th largest conventional forces in th world, North Korea has been buildin increasingly lethal asymmetric capab ities. It remains a highly belligeren isolated and defiant state willing to us provocative behavior to advance its i terests.

The leadership of the U.S.-ROK a liance has been decisive in reducin tensions on the Korean peninsula. T gether, we have maintained our r solve and refused to be coerced into accommodatin provocative behavior from North Korea. The alliance h employed extended deterrence and strategic messaging demonstrate our commitment and deter North Korea fro further aggression.

U.N. Command: Maintaining the Armistice

The United Nations Command's (UNC) mission is maintain the armistice. Following the signing of th armistice in 1953, the UNC mission in Korea shifted from r pelling aggression to ensuring stability by upholding ar enforcing the armistice. Over the last 60 years, our UN sending states have provided international resolve ar credibility to our critical mission. Today, our 16-nation coa tion stands strong with the ROK, deterring aggression ar actively maintaining the armistice. Strong leadership fro the sending states has made a difference in the planning ar execution of our major military exercises. Our 2013 allian exercise program will achieve the highest level of particip tion from the UNC sending states to date. The sending sta leadership also took a leap forward in identifying a gap logistic capabilities and then setting a course to fix it that i cluded the UNC Logistics Summit in June.

Combined Forces Command: Deterring Aggressio

The strength of our alliance can be found in Combine Forces Command, where U.S. and ROK leadership wo together on a daily basis. We are a confident, compete and committed combined force of two of the most capab militaries in the world. We share the same values and pla great emphasis on the critical role of leadership in oper tional and tactical success. The Key Resolve exercise th year is a stellar example of U.S.-ROK leadership. At th strategic and operational level, Key Resolve demonstrate



GEN James D. Thurman *became the commander, U.N. Command, Combined Forces Command and U.S. Forces Korea in July 2011. Previously, he served as commander of U.S. Army Forces Command. Other assignments include commanding general, U.S. Army V Corps; commander, 4th Infantry Division (Mechanized), Fort Hood, Texas; and commander, Multi-National Division-Baghdad, Iraq, 2006. He also served in Operations Desert Shield/Storm, 1990–91; Kosovo, 1999–2000; and the invasion of Iraq, 2002–03. GEN Thurman has a master's degree in management from Webster University.*



Soldiers of 1st Battalion, 102nd Regiment, 17th Infantry Division (ROK army) charge to secure a hillside during an air assault while conducting a joint training exercise with 2nd Infantry Division soldiers at an undisclosed location in South Korea.

ROK military's ability to plan and lead combat operas. At the tactical level, as part of Exercise Foal Eagle, K and U.S. leaders and troops demonstrated their capaies and interoperability during maneuver and live-fire rcises. ROK and U.S. troops also conducted Exercise mbined Joint Logistics Over the Shore, which helped rove our mutual readiness and test a vital logistics caility.

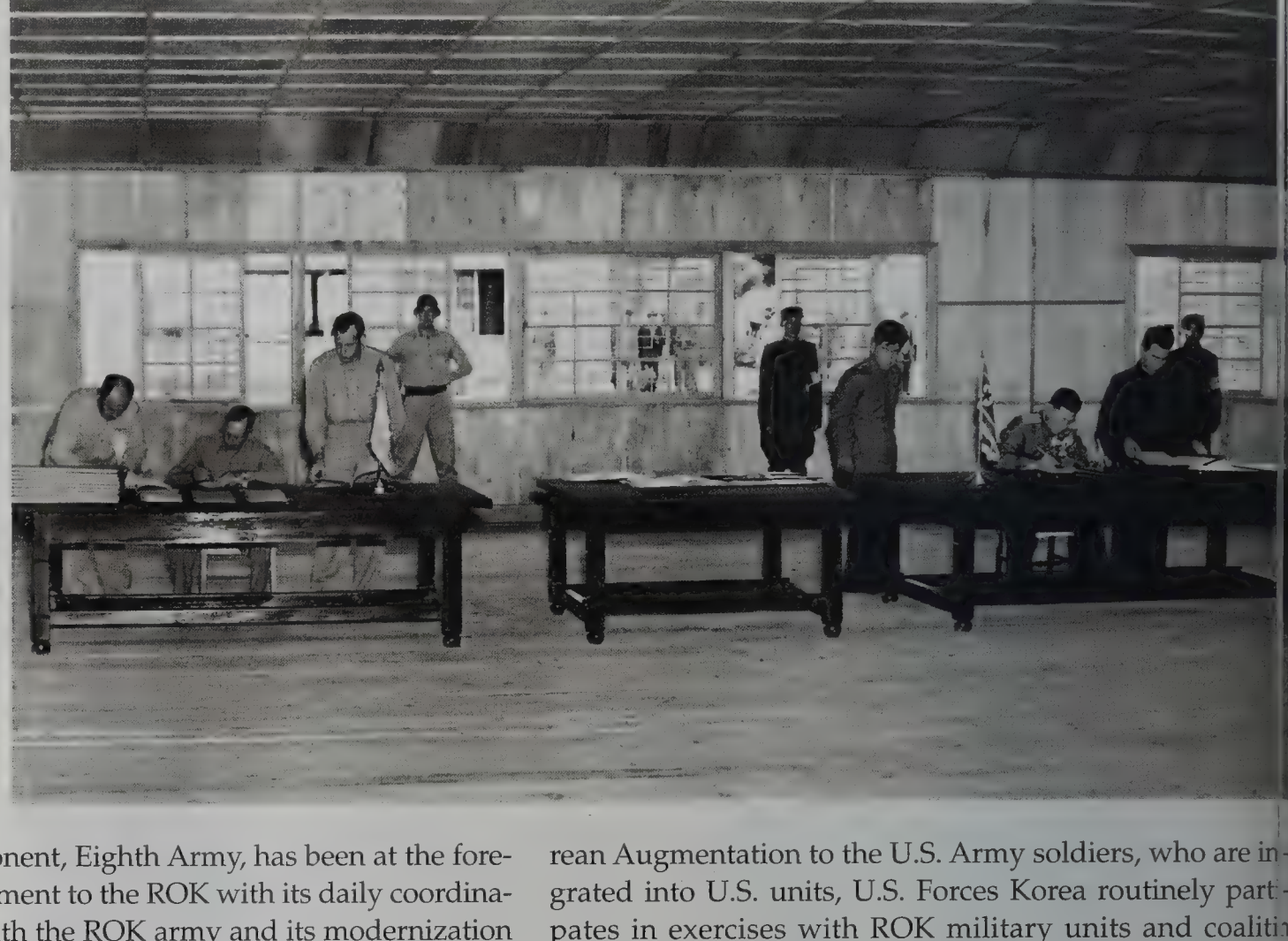
nder the Strategic Alliance 2015 plan, the U.S. and the K are preparing for the transition of wartime operaal control to a ROK-led, combined defense. The Combined Forces Command is critical in the development and implementation of plans required for the ROK to lead the combined defense. Our alliance motto, "*Katchi Kapshida*," means "we go together."

U.S. Forces Korea: Assurance and Commitment

The U.S. commitment to the ROK's security is unwavering. The leadership of U.S. Forces Korea works to assure the ROK leadership and the Korean people of our commitment through regular, close and consistent personal coordination. Our commitment is found not only in our words but also in our actions. This was demonstrated by the commitment to developing a tailored deterrence strategy by signing the Combined Counter-Provocation Plan, ensuring a coordinated and combined response to North Korean provocations.



Bulldozer operators from 331st Transportation Company fill the large hole known as 'The Duck Pond' at the end of the Trident causeway to stabilize it. The causeway allowed delivery of cargo from ship to shore during Exercise Combined Joint Logistics Over the Shore on the Korean peninsula in April.



U.N. delegate LTG William K. Harrison Jr. (left), and North Korean Lt. Gen. Nam Il (right) sign the Korean War armistice at Panmunjom, Korea, July 27, 1953.

Our Army component, Eighth Army, has been at the forefront of our commitment to the ROK with its daily coordination and training with the ROK army and its modernization programs. Eighth Army and its main warfighting command, the 2nd Infantry Division (2ID), work closely with the ROK army to ensure synchronized and combined training and readiness. During 2ID's annual Warpath exercise, they train with ROK army units in a joint, combined, complex environment against a hybrid threat. No other division in the Army is able to train for operations like this. Operation Salmusa demonstrated U.S.-ROK interoperability when units from 2ID and the ROK 17th Infantry Division conducted a large-scale air assault exercise.

The U.S. Army has enhanced Eighth Army's personnel readiness by raising unit staffing priorities and targeting individual incentive programs to reduce personnel turbulence. Some of the equipment upgrades include the deployment of the System Enhancement Package V2 for M1A2 tanks and M2A3 Bradley Fighting Vehicles, the upgrade of AN/TPQ-37 Firefinder radars, and the execution of the Patriot Recapitalization Program. We have upgraded our rotary-wing fleet by improving the sensor suite for our AH-64D Longbow Apaches, fielding the Common Missile Warning System and improving our UH-60 helicopters. In addition, the 23rd Chemical Battalion has relocated to the Korean peninsula and greatly improved our capacity to counter weapons of mass destruction.

Our readiness and the demonstration of our combat capabilities assure our allies and send a message to North Korea that we are committed to the defense of the ROK.

Teamwork at All Levels

Teamwork is an important component of sustaining and strengthening the U.S.-ROK alliance. Along with the Korean Augmentation to the U.S. Army soldiers, who are integrated into U.S. units, U.S. Forces Korea routinely participates in exercises with ROK military units and coalition partners. The work that they do increases the esprit de corps of their own units and the allied units with whom they train. U.S. Forces Korea, along with the Combined Forces Command, conducts three annual joint and combined exercises: Ulchi Freedom Guardian, Key Resolve and Foal Eagle. These exercises ensure our readiness to respond to provocations, attacks and instability. Leadership and teamwork have been instrumental in the continued success of these exercises.

The exercises also provide an opportunity to train the new command and control structure for an ROK-led alliance defense. Our servicemembers, civilians and leaders extend their efforts beyond their military installations and training sites as they work with local communities and ROK civic leaders. It will take this continued spirit of teamwork between the U.S.-ROK leadership to conduct a successful transition.

* * *

I am extremely proud of our joint force and their families for answering the call of readiness. Serving in Korea provides servicemembers, civilians and their families an opportunity to serve in one of the most critical areas of the world, be part of one of the strongest and longest military alliances the United States has, and learn about our gracious Korean hosts and their beautiful and dynamic country. The stability and prosperity of the Republic of Korea result, in no small measure, from the efforts of the joint force and their families who live and work on the peninsula. The alliance has enforced the armistice and deterred aggression for 60 years. We will continue to maintain our readiness and our resolve to protect our ROK allies.



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Building and Sustaining Campaign Continuity

By LTG James L. Terry*
Commander, International Security Assistance Force Joint Command and Deputy Commander, U.S. Forces-Afghanistan

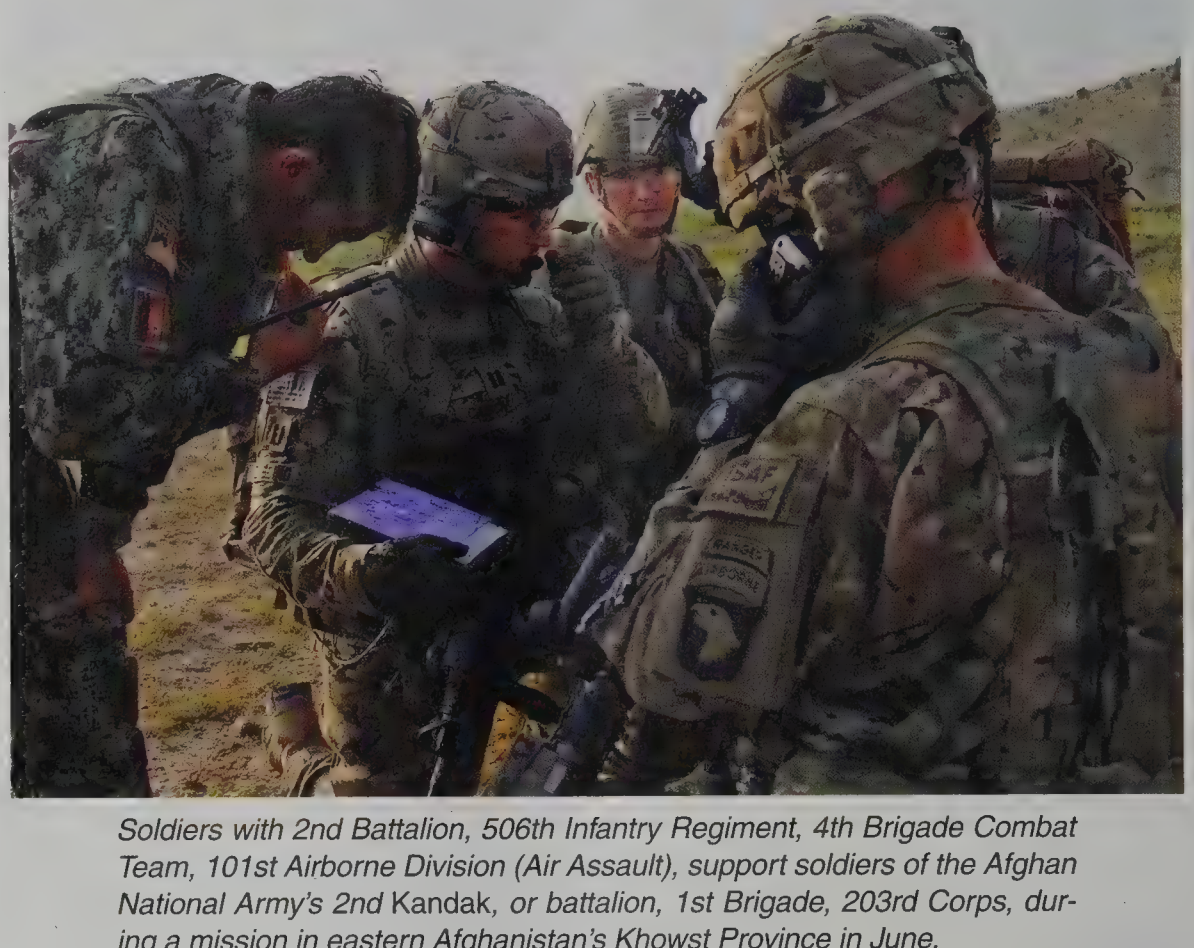
"The Afghan National Security Forces are standing up. They will not stand alone."

—LTG James L. Terry

The past year has been pivotal in the last 12 years of war in Afghanistan. Significant progress has been made in that campaign, particularly among the Afghan National Security Forces (ANSF), U.S. Forces-Afghanistan (USFOR-A) and the International Security Assistance Force (ISAF) Joint Command. I can say with confidence that the ANSF are in the lead for security responsibility. With ISAF Joint Command's continued support through training, advising and assisting, the ANSF are on track to assume full security responsibility by the end of 2014.



G Mark A. Milley has succeeded G James L. Terry as commander, ernational Security Assistance Force nt Command and deputy commander, S. Forces-Afghanistan. LTG Terry is w commanding general of Third ny/U.S. Army Central Command.



Soldiers with 2nd Battalion, 506th Infantry Regiment, 4th Brigade Combat Team, 101st Airborne Division (Air Assault), support soldiers of the Afghan National Army's 2nd Kandak, *or battalion, 1st Brigade, 203rd Corps, during a mission in eastern Afghanistan's Khowst Province in June.*

In 2011, NATO and USFOR-A determined it was vital to source a modular U.S. Army corps headquarters that was to be manned, trained and equipped as the nucleus of the operational warfighting command. V Corps provided a tailorable and scalable headquarters augmented with personnel from other U.S. services and international forces, forming a joint and multinational task force.

Core of Operational Command in Afghanistan

In late spring 2012, V Corps—the "Victory Corps"—deployed to Afghanistan on its final mission before returning to Germany with orders to inactivate. V Corps provided the core element of the ISAF Joint Command structure and established an operational corps headquarters to support Mission Command functions for U.S. divisions and separate brigades operating in the Combined Joint Operating Area-Afghanistan. In addition, the corps filled essential staffing requirements with USFOR-A and ISAF.

Essential to V Corps' preparation was predeployment training alongside our NATO and non-NATO partners, including the NATO Rapid Deployable Corps (NRDC)-Spain and France-based Eurocorps. Training was conducted at V Corps' home station in Wiesbaden, Germany, and during the V Corps mission readiness exercise at the Grafenwoehr-based Joint Multinational Training Command. It cannot be emphasized enough how critical this training was to the headquarters' mission in Afghanistan. Predeployment training served as a venue to form a multinational team, build awareness, understand the operational environment and conceptualize the campaign before deployment.

Early in our deployment, we collaboratively developed and published the unified implementation plan (UIP), which provided the operational framework to guide the development of the ANSF through security force assistance (SFA). An operational campaign plan, the UIP also synchronized tactical activity toward completion of objectives within the ISAF and NATO campaign plans while providing a quantifiable road map for subordinate formations.

As the nucleus of the ISAF Joint Command, V Corps provided the command and staff structure that integrated and synchronized three lines of operation (LOO): security, governance and development, and force posture. The security LOO clearly defined the shifting mission set for the coalition, from partnered counterinsurgency (COIN) operations to SFA focused on building and improving the quality and capability of the ANSF. The governance and development LOO helped normalize stability activities supporting subnational governance and provided assistance to sustainable governance activities, which made for a more stable Afghanistan. Finally, the force posture LOO provided a focus on the enduring basing, force design and staffing levels for the combined force as well as a framework to plan, rationalize, synchronize, execute and assess coalition retrograde and redeployment operations, all while adjusting theater architectures to support an evolving footprint and stance.

Overall, the UIP synchronized our force posture toward the primary mission of moving ANSF into the lead. It outlined force requirements and provided flexibility as we moved forward to the NATO change of mission and prepared for ANSF to assume full security responsibility by December 31, 2014.



LTG James L. Terry *assumed command of the International Security Assistance Force (ISAF) Joint Command in June 2012. He also served as deputy commanding general, U.S. Forces-Afghanistan, and commanding general, U.S. Army V Corps, during this time. He served as commander, ISAF Regional Command South, from 2010–2011; deputy commanding general (operations), 10th Mountain Division (Light), from 2004–2007; and deputy commanding general (operations), Combined Joint Task Force-76, from 2006–2007. He holds a bachelor's degree in marketing from North Georgia College, an MBA from Webster University and a master's degree in national security strategy and policy from the National Defense University.*



First Lieutenant Joshua Prior (right), assigned to 8th Cavalry Regiment, 4th Brigade Combat Team, 3rd Infantry Division, conducts a 'presence patrol' and resupply mission with Afghan Local Police and Afghan National Army soldiers near Combat Outpost Baraki Barak in Logar Province, Afghanistan, in May.

Transitions: Mental and Physical Changes

e coalition surge in Afghanistan was defined by part- d COIN operations and consisted of significant changes e overall command structure—specifically, the ISAF Command as the operational headquarters. ISAF Joint mand was a tailored operational headquarters sourced ne operational command post (OCP) from V Corps, oint service individual augmentees and elements from C headquarters. This period produced a campaign that was focused on the implementation of full part- g with the ANSF, rapid expansion of basing infrastruc- intricate theater sustainment operations and growth of ust Afghan mission network. This would not have possible without the creation of an operational head- ers centered on a U.S. Army corps.

late 2010, ISAF Joint Command had achieved full op- ng capability and supported the campaign through integration and synchronization of intelligence, sur- nce and reconnaissance assets, operational targeting, the establishment of a comprehensive coalition infra- ture to support focused combined operations. The significant activity was the publication of a coalition paign plan, Combined Operations Plan Omid (Hope), h established direction and objectives for a combined hronized plan, including simultaneous execution of nered COIN operations, building of ANSF capacity, a sensible path for governance and development activi- This plan would evolve over the next two years, with F participating in the combined planning and publica- of Operations Naweed (Good News) and Oqab (Ea- This was a critical step toward enabling the ANSF to the lead in understanding their security environment ow to employ their forces against the insurgency.

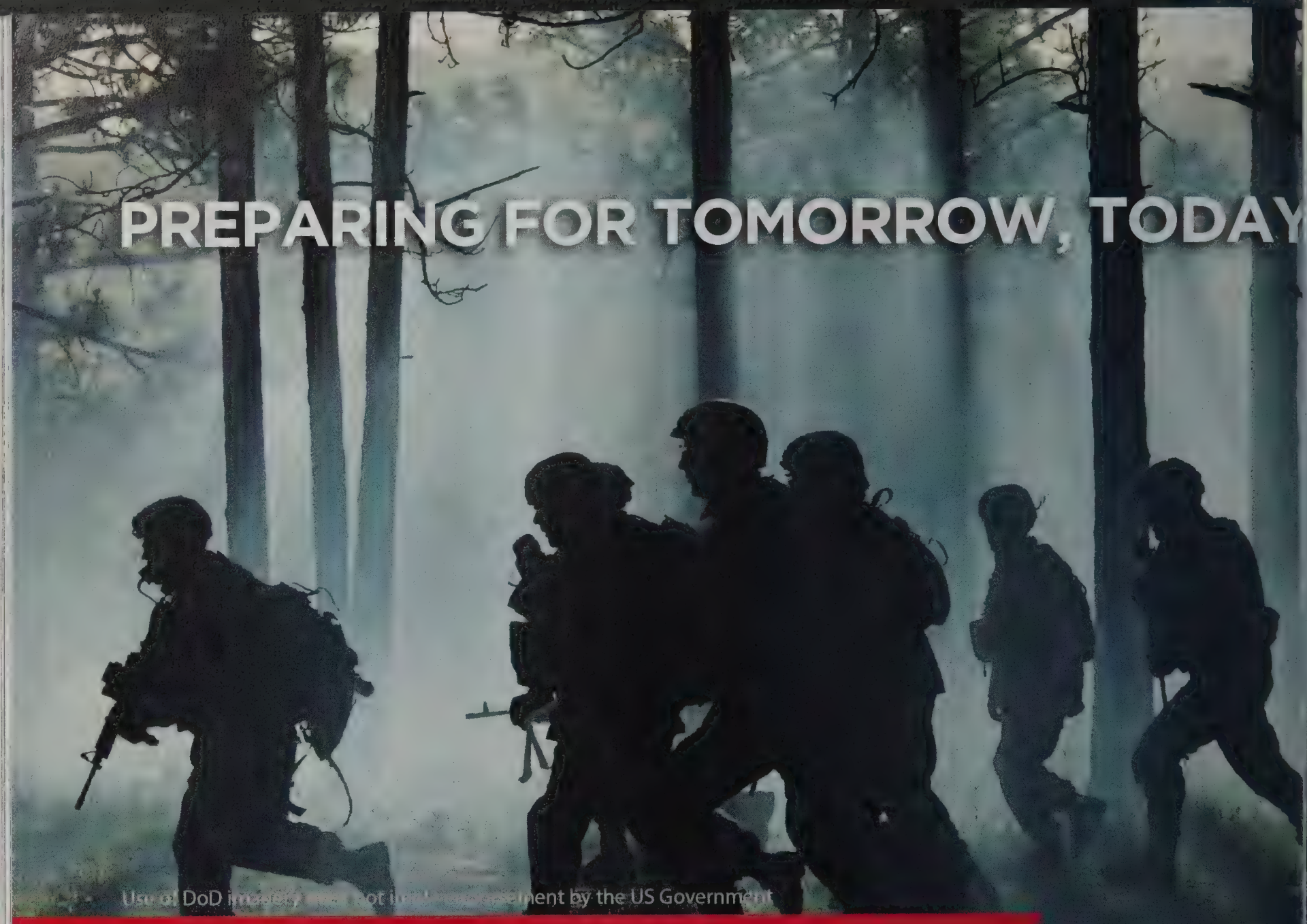
e summer of 2012 presented the coalition and ANSF new and complex challenges. Early campaign assess- s indicated that ISAF Joint Command needed to focus on the quality of the ANSF—specifically, building the functional systems that would support and sustain fielded security forces. Operationally, we conducted a major transition from partnered COIN operations to SFA. From May to November 2012, our focus was on developing the capabilities of the ANSF. During this period, we also conducted surge recovery, redeployed 23,000 U.S. and 5,000 coalition forces, and closed or transferred more than 400 pieces of coalition infrastructure. This occurred at the height of the fighting season, during Ramadan, and at a time when the ANSF were moving to take lead of security in accordance with international agreements. At the end of the 2012 fighting season, the ANSF were taking control of their future with the understanding that the coalition would remain in support.

Today, the ANSF are in the lead for security in more than 80 percent of Afghanistan. By the time this article is published, all six Afghan National Army corps and the capital division are expected to be in lead security in their respective areas of operation. The Afghan National Police (ANP) are demonstrating increased capacity for protecting the population and have taken the lead in securing Afghanistan's major population centers. Internally, the ANP are taking initiatives to transform into a professional police service. The growing effectiveness of the ANP challenges insurgency movement and protects the population.

Modular Corps Headquarters and the Future

As demonstrated over the last few years through the ISAF Joint Command, the U.S. Army modular corps headquarters provides the capability to operationalize and execute theater campaigns across all services and warfighting functions in support of combatant commands. In Afghanistan, the use of a corps headquarters as the core of the operational headquarters was essential in the shift to SFA and putting the ANSF in the lead.

The U.S. Army and its continued contribution of a corps headquarters, along with division headquarters and SFA brigades, are paving the way to 2014 and into a decade of opportunity. The campaign is on track, ANSF capability increases every day, and our Army continues to demonstrate the highest standard of combat service in support of Operation Enduring Freedom. ★



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Alliances Help Build A New Afghanistan

By LTG Kenneth E. Tovo
Commander, Combined Security Transition Command-Afghanistan/ Commander, NATO Training Mission-Afghanistan
and
William R. Costlow

Feudal Japan transformed itself into a modern nation in about 40 years. The domestic changes in social, political and military structures of the Meiji Restoration (1868–1912) reached worldwide attention with Japan's victory in the Russo-Japanese War (1904–1905). This was the first victory of an Asian nation over a European power since the Mongol invasion of Europe in the 13th century. While Japan relied heavily on Western models of government, military organization and education, the results were uniquely Japanese. One hundred years later, Japan is a world economic power and a steadfast member of our International Security Assistance Force (ISAF) in Afghanistan.



Just as feudal Japan made changes in its social order and developed land reform, public education and a modern military,



An Afghan National Army (ANA) soldier and soldiers of the 4th Stryker Brigade Combat Team, 2nd Infantry Division, provide security during Operation Zafar in Kandahar Province, Afghanistan, last December. The ANA planned, coordinated and executed the two-day village-clearing operation with minimal support from its International Security Assistance Force partners.

Afghanistan is moving forward—albeit with a vastly accelerated timeline and the added weight of nearly 30 years of civil war. While Japan accomplished its goals alone, the efforts in Afghanistan have the support of the United Nations, NATO, partner nations and numerous nongovernmental organizations. We are all working shoulder to shoulder with our Afghan allies to build the foundation of a lasting peace and future prosperity.

The NATO Training Mission-Afghanistan (NTM-A) joined with the Combined Security Transition Command-Afghanistan (CSTC-A) in November 2009. Together they created a comprehensive training program for the Afghan Ministry of Defense (MoD) and the Ministry of Interior (MoI). NTM-A's mission is to ensure higher-level training for the Afghan National Army and training and mentoring for the Afghan National Police, and, in coordination with CSTC-A, to plan and implement authorized and resourced operational capability building for the Afghan National Security Forces (ANSF).

Winning battles is the most obvious military training goal. Winning battles over time, however, requires an institutional profession of arms capable of recruiting, training, logistics, maintenance, leader development and a host of other skills. Our mission is a complex series of processes.



LTG Kenneth E. Tovo *assumed command of Combined Security Transition Command-Afghanistan and NATO Training Mission-Afghanistan in April. Previously, he served as commander, U.S. Special Operations Command Central, Tampa, Fla. He also served as deputy commanding general, 1st Armored Division/U.S. Division Center, Iraq, and chief of staff, U.S. Army Special Operations Command. A 1983 graduate of the U.S. Military Academy, he holds master's degrees from the U.S. Army War College and the U.S. Army Command and General Staff College.* ***William R. Costlow*** *is a public affairs executive officer for Combined Security Transition Command-Afghanistan and NATO Training Mission-Afghanistan. He is a member of the civilian expeditionary workforce and is assigned to Headquarters, U.S. Army Installation Management Command, San Antonio, Texas.*

Our training and advising efforts in this regard will c
tinue well past 2014. It takes many years for the best m
taries in the world to groom leaders. Afghanistan is no
ception. Confronted with the challenges of moderniz
their nation amid numerous distractions, not the leas
which is an armed insurgency, the Afghan people are pr
ing to be resilient and sophisticated partners.

To recap some of our progress, the Afghan National Ar
was established in early 2003, while the Afghan Natio
Police was established in 2005. About four years ago, we
gan a concerted effort to grow the ANSF. The goal was g
erating and fielding trained and equipped Afghan com
elements, thus empowering them to take over the secu
mission.

The ANSF has grown 73 percent in overall numbers si
2009, from more than 191,000 soldiers to more than 332,0
This growth is extraordinary, given that the ANSF has b
actively engaged in combat operations while building a
unteer force. The combined strength of the ANSF and
Afghan Local Police brings the total number of troops p
viding security across Afghanistan to more than 350,000.

Unit partnering between Afghanistan and ISAF—enab
by the U.S. troop surge—allowed Afghanistan to develop
capabilities and leadership skills from the tactical level
up. Together, the Afghan government and ISAF focused
growing the ANSF, then on developing enablers and pro
sionalizing the ranks.

Obviously, a transition of this magnitude will experie
some initial shortfalls in equipment, logistics, personnel a
leadership. The NTM-A and CSTC-A missions are to
velop these capabilities and complement the combat tra
ing mission of ISAF's International Joint Command.

The ANSF has developed into an infantry-centric force w
proven fighting capabilities, especially in counterinsurge
operations and border security. Three years ago, this force w
only a vision. Overall, the ANSF has taken the lead. It is
track to assume full responsibility for Afghan security by

of the ISAF mission in December
4. Because a modern force is so com-
x, the U.S. Army will have training
advising missions for several years
ome.

NSF's growing sophistication can be seen in Laghman and Paktika provinces, where layered security has been implemented. The capabilities of the MoD, the Afghan tional Army, special operations es, and national and local police, for mple, work together in security op- ions, requiring little to no assistance n coalition forces. This web of lay- d security spreads from the popula- centers, through the rural areas and ward to the borders, making it more icult for criminals and insurgents to d gaps or seams in the border and se- ty zones. This collective effort is an mple of how Afghans have taken re- nsibility for their own security and making marked progress on the und.



U.S. soldiers assigned to the 187th Infantry Regiment, 3rd Brigade Combat Team (Rakkasans), 101st Airborne Division (Air Assault), patrol during an Afghan National Security Forces (ANSF)-led mission in the Zormat District of Paktia Province, Afghanistan, last December. ANSF conducted all clearing and questioning operations while the Rakkasans assisted.

Another strong indicator of the ANSF's progress is the olution of its relationships with its ISAF counterparts. The 9 troop surge and resulting coalition troop density al- ed ISAF to partner in a comprehensive way with ANSF nterparts for the first time. As the surge increased, a wing proportion of ANSF units began to operate with ir ISAF partners. "Doing it together" jump-started ghan willingness to fight, lead and improve capabilities— h on and off the battlefield. As ANSF capabilities and fidence grew, ISAF units began to step back judiciously from full partnership and let Afghan units take the lead as they learned to solve problems themselves. As of early 2013, most partnerships have evolved into advise-and-assist relationships, designed to provide tailored support and to continue to boost Afghan capabilities.

An emerging ANSF maneuver capability is the mobile strike force vehicle (MSFV), an armored, wheel-based platform conceived to rapidly reinforce infantry units. The MSFV will act as a regional quick reaction force to support Afghan National Army corps commanders, civil authorities and Afghan National Police. The fielding of seven MSFV *kandaks*, or battalions, has begun and is projected to be complete by December 2014. The *kandaks* will be assigned to two brigades working at the national level but allocated where required down to the corps level.

The ANSF is increasingly taking responsibility for distribution, maintenance, ammunition management, fuel and other classes of supply at the national and regional logistics nodes and institutions. Several classes of supply



An ANA training sergeant (right) instructs ANA recruits before they begin a squad-level ambush tactics exercise during basic training at the Regional Military Training Center Southwest in Helmand Province, Afghanistan.



Textron Marine and Land Systems

The U.S. Army is supplying mobile strike force vehicle armored personnel carriers to the Afghan National Army to enable a quick-reaction-force capability.

including class I subsistence (food and water), class II individual equipment (clothing), class IV (construction material) and class VI (personal items) have already been fully transitioned to ANSF control. For the MoD, the Central Movement Agency conducts monthly resupply missions to Afghan National Army forces on its own from the central supply depot. Class V management is almost entirely managed by the MoD at the national level, and it is anticipated to transition this year.

The ongoing maintenance transition plan calls for the MoD to switch from a contracted to an organic maintenance capability. The MoI is preparing to take over sole management of its maintenance contracts. The upcoming transition of responsibility for class III (bulk diesel) to the MoD and MoI is progressing. The initial contracts were awarded in June for the Afghan National Police and July for the Afghan National Army, with complete contract management for both slated for December. NTM-A contract and acquisition advisory teams are being employed at the regional level to assist in developing fundamental contract management capabilities.



PFC Eric Guzman, 501st Infantry Regiment, 4th Airborne Brigade Combat Team, 25th Infantry Division, Task Force Spartan, assists Afghan Border Police officers in providing security while patrolling a village in Khowst Province, Afghanistan.

Just as Japan found its way usi Western models of industry, milita science and political structures, A ghanistan will do things differen from the way we do, often using d ferent tools. Indirect fire, for examp can be provided by mortars rath than close air support. Casualty evac ation can be accomplished by grou rather than air. Plans can be made u ing methods that differ from our mi tary decision-making processes. T goal is Afghan solutions.

As Afghan forces take the lead in d fending their nation, ISAF is scali back and changing to meet the reduc mission. Reorganizing ISAF's hea quarters structures will not only ensu a seamless continuation of its missi to train, advise and assist the ANS but also will allow for better coordi tion with the ANSF as its capability creases. This includes a reorganizati of NTM-A and CSTC-A. Our mission, however, will rema We will continue supporting the ANSF as it develops int fully capable and professional force and the transition fully complete.

With the support of NATO and the international co munity, the ANSF will become a fully modern and train force. Three years ago, you would frequently hear the pression, "We have the watches and the Taliban has t time." The Taliban no longer has the time if it is waiting the coalition to abandon Afghanistan. More important the Taliban will no longer be confronting yesterda ANSF but instead a modern force that keeps Afghanista future secure. The international community's commitm to Afghanistan is as enduring as our friendship.

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USAREUR 'Continues to Develop Trust' Across Europe

by LTG Donald M. Campbell Jr.
Commanding General,
U.S. Army Europe and Seventh Army

When DoD announced in strategic guidance that our nation sought to rebalance our interests in the Asia-Pacific region ("Sustaining Global Leadership: Priorities for 21st Century Defense," January 2012), one could easily assume an indication that the United States placed less value on the trans-Atlantic relationship we share with our European allies and partners. On the contrary, in today's strategic environment, our relationships with our like-minded European allies have never been more important. U.S. Army Europe (USAREUR) plays a central role in maintaining those relationships along with the trust our continued engagement in the region brings.



USAREUR's mission is to train and lead Army forces in support of U.S.



U.S. Army Europe (USAREUR) CSM David Davenport and senior NCOs from across Europe and Canada attend a briefing in Zagreb, Croatia, last year. The briefing was part of the Conference of European Armies for Noncommissioned Officers, an event co-sponsored by USAREUR and Croatia to strengthen the bonds between the U.S. NCO Corps and its multinational partners.

European Command (EUCOM) and Headquarters, Department of the Army. Those who witness USAREUR's unique and superb capabilities quickly realize the significance of maintaining a forward-based posture in Europe. USAREUR sets the conditions for security cooperation and multilateral partnerships throughout Europe. Army leaders and the nation understand the need to remain engaged with our partners here. While we can surge troops, equipment and a host of capabilities wherever the nation calls us, as we have done in past and current conflicts, there is one thing we simply cannot surge: trust. USAREUR's forward presence delivers that trust on behalf of the Army, EUCOM and the nation.

Since the fall of the Berlin Wall in 1989, USAREUR has become a transformed force that is "all muscle," with the capabilities required to provide to our combatant commanders when called upon, while maintaining partnerships through hundreds of theater security cooperation events each year. USAREUR maintains a unique position in the ...ographic "sweet spot" that is Europe, supporting and e... abling the operations and objectives of seven combat... commanders—from EUCOM, U.S. Africa Command, U... Central Command, U.S. Special Operations Command, U... Transportation Command, U.S. Strategic Command and s... subunified command, U.S. Cyber Command—while p... viding capability and responsive efforts at any given tim... Certainly, location is a distinct advantage, but strategic e... ablers like the Joint Multinational Training Comma... (JMTC), 21st Theater Sustainment Command, 5th Sig... Command and 66th Military Intelligence Brigade also all... the flexibility and adaptability to respond quickly as cont... gencies and requirements arise.



LTG Donald M. Campbell Jr. *assumed command of U.S. Army Europe and Seventh Army in December 2012. Previously, he was the commanding general, III Corps and Fort Hood, Texas. He has also served as commander of 1st Brigade, 4th Infantry Division; chief of staff for the 4th Infantry Division; deputy commanding general-West for U.S. Army Recruiting Command; chief of staff, V Corps, then based in Heidelberg, Germany, with duty as the Multinational Corps-Iraq chief of staff; deputy commanding general, I Corps; commanding general, U.S. Army Armor Center and Fort Knox, Ky.; and the commanding general of the U.S. Army Recruiting Command. His military education includes the Armor Officer Basic Course, Infantry Officer Advanced Course, U.S. Army Command and General Staff College, and the U.S. Army War College. He holds a master's degree in administration from Central Michigan University.*

Fostering Partnerships Today

USAREUR's training and exercise program remains un... valed across the services and throughout the world. Mu... national exercises ensure interoperability with our curr... and potential NATO and coalition partners, and they d... velop best practices for Mission Command, including co... puter network and communications, setting conditions f... interoperability well into the future. In October 2012, U... AREUR's 2nd Cavalry Regiment conducted its Decisive A... tion Training Environment rotation at the Joint Multi... tional Readiness Center (JMRC) in Hohenfels, Germa... Exercise Saber Junction 13 incorporated combat formatio... from 19 allies and partners. It was the largest training ev... for USAREUR since the early 1990s.

The complex training environment involved the repli... tion of a sophisticated cyber threat; terrorist, unconventio... and conventional force threat elements; and internally d... placed civilians. In a truly unprecedented multinational b... tle simulation, the 2nd Cavalry Regiment used its U... Stryker combat vehicles alongside British tanks, spe... headed by a company of German Leopard II main bat... tanks and with Romanian and Bulgarian troops replicati...



A color guard with flags representing participating nations awaits the opening ceremony of Exercise Saber Strike 2013 at the Pabrade Training Area, Lithuania, in June. Saber Strike was a USAREUR-led, multinational, tactical field training and command post exercise held in Lithuania, Latvia and Estonia.

t nation security forces, to defend against a multinational eat composed of forces from seven different nations.

Another significant multinational event is Exercise Saber ke. This long-standing, multilateral, USAREUR-led se- ity cooperation exercise is primarily focused on the ee Baltic states. In addition to major contingents from huania, Latvia and Estonia, Saber Strike 2013 included ticipation from Finland, France, the United Kingdom, and, NATO's Multinational Corps Northeast, U.S. Air ce Europe, the U.S. Army and Air National Guard, U.S. my Cadet Command, and observers from Norway and eden. Spanning multiple locations in Lithuania, Latvia Estonia, the exercise trained approximately 2,000 per- nel from 14 nations.

A truly unique aspect of this exercise involved the for- rd deployment of USAREUR's own contingency com- nd post (CCP) to Pabrade, Lithuania, where it provided rall Mission Command of the exercise. Initially estab- ed in 2010 and built to full operational capacity in 2011, CCP has supported numerous exercises across the re- n, including deployment to Israel for Austere Challenge 12 and several training events at both JMTC and JMRC. USAREUR's CCP stands ready to deploy in support of our national interests, providing Mission Command for small-scale contingency operations on short notice in both permissive and nonpermissive environments. Focused on initial entry capability to support noncombatant evacuation operations, humanitarian assistance/disaster relief and peace operations, USAREUR's CCP is expandable to meet theater-level strategic and operational objectives in a joint interagency, intergovernmental and multinational environment.

Important components of fostering trust with our European allies and partners are personal relationships built through NATO and potential coalition partner training. Each year, USAREUR hosts three events aimed at discussing shared interests, developing regionally oriented objectives and putting those stated objectives into action. The Conference of European Armies (CEA), Conference of European Armies for Noncommissioned Officers (CEANCO) and the Combined Training Conference are all outstanding venues for solidifying the hard-won trust USAREUR has enjoyed for the past 71 years with its partners and allies.

The 7th Annual CEANCO was held in Copenhagen, Denmark, this past May. Co-hosted by USAREUR and the Royal Danish Army, the conference gathered senior NCOs from 32 European countries to encourage the development of professional NCOs in their respective land forces and build relationships between European armies



Platoon leaders from the Pennsylvania Army National Guard and Lithuanian armed forces study an opposing force position during a Saber Strike 2013 situational training exercise at Adazi Training Area, Latvia.



Soldiers from the United States (center), Germany and the Czech Republic tackle an obstacle in the leaders' reaction course during the Tri-Nation Competition at USAREUR's Joint Multinational Training Command in Grafenwoehr, Germany.

and senior NCOs. Recognizing more than a decade of shared conflicts, the overall theme of the conference was focused on building and maintaining resilience across the phases of deployments: before, during and after. Through events like CEANCO, during which we share best practices and further the progression, development and success of professional NCO corps in European and Eurasian land forces, we transform concepts into reality.

In similar fashion, senior land force commanders from 36 European nations, the United States and Canada came together in Wiesbaden, Germany, in October 2012 to discuss military partnerships and security cooperation. CEA 2012 gathered under the theme "Building Capabilities for an Uncertain Future" to address how military forces can adjust to new fiscal realities and incorporate lessons learned to confront future security threats. Participants at CEA represented 83 percent of the nations that contribute military forces to the International Security Assistance Force in Afghanistan.

Maintaining Regional Engagement For an Uncertain Future

USAREUR leaders understand the need to continue transforming both force posture and infrastructure here in Europe and acknowledge a changing strategic environment while planning for an uncertain, fiscally constrained future. Overall, the focus forward lies in sustaining and building greater interoperability within NATO, implementing the Army's regionally aligned forces concept, and transforming a European environment from U.S.-led bilateral engagement toward partner-led, multilateral engagements. These engagements build the access, interoperability, relationships and, most importantly, the trust that are realized only through USAREUR's forward presence and its tremendous capabilities.

Exercise Steadfast Jazz 2013 is a USAREUR-supported, four-level NATO command field exercise that will be conducted by Allied Joint Force Command Brunssum, The Netherlands, in November. Distributed across 11 different locations throughout Europe, the exercise will serve as the primary venue for certification of the NATO Response Force (NRF) 2014 and enhance NATO's visible assurance effort, whereby forces are deployed on NATO nations' t- ritories. Steadfast Jazz 2013 also will serve as the first fo- ward deployment of U.S. Army regionally aligned forc to Europe. The 1st Brigade Combat Team, 1st Cavalry Di- sion, will participate as a subordinate of the NATO-cer- fied Rapid Reaction Corps-France, which is composed f 13 NATO contributing nations. Through USAREUR's e- ceptional ability to set the theater, Steadfast Jazz 2013 w provide the opportunity for sustaining NATO interop- ability while forging new partnerships from continen U.S.-based Army forces.

Unified Endeavor is a multitiered command post m- sion rehearsal exercise, primarily hosted by U.S. Army E- rope at the JMTC in Grafenwoehr, Germany. The exerc trains the next headquarters assuming the roles of Inter- tional Security Assistance Force Joint Command and R- gional Command South. Unified Endeavor 14-1, set for O- tober, is conducted with the Joint Warfare Centre Stavanger, Norway, and Allied Joint Force Command. U- AREUR's JMTC provides a unique capability for combin training. This exercise demonstrates how JMTC not on provides important tactical training for coalition personn and units but also is *the* choice for training combined hea- quarters for future missions. Exercises like these help te Army integrate into challenging multilingual/multic - tural situations in complex operating environments and t the benchmark for a comprehensive training approach.

In a time of persistent engagement, when we must tak full advantage of every resource available, USAREUR co- tinues to develop trust through important relationshi across the region on behalf of the Army and the joint for Grounded in more than 70 years of combined training a operations alongside our European allies and partners, U- AREUR is uniquely positioned to advance Americ strategic interests across Eurasia and, as EUCOM's force choice, has unparalleled capability to prevent confli shape the environment and, if necessary, win decisively.

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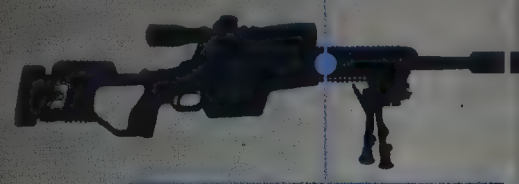
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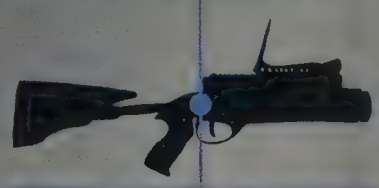
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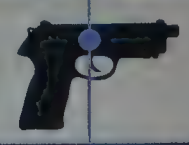
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The Army National Guard: A Low-Cost, High-Impact Solution for National Defense

By LTG William E. Ingram Jr.
Director, Army National Guard

Barely a week after AUSA's 2012 Annual Meeting and Exposition concluded, the citizens of this country were again reminded why today's Army National Guard (ARNG) remains the greatest value for America's defense dollar. As Hurricane Sandy made landfall along the coast of New Jersey, bringing torrential rain and a devastating tidal surge, Guard soldiers up and down the Eastern Seaboard had already marshaled the resources they would need to respond. Before the winds had stopped blowing, citizen-soldiers were on the ground rescuing those who were stranded, clearing debris, pumping out flooded streets and delivering the most precious of all commodities to their beleaguered neighbors—hope.





New York Army National Guard soldiers provide the power to free a motorist stuck in beach sand in the aftermath of Hurricane Sandy. Some 8,000 National Guard soldiers helped their neighbors up and down the East Coast when the superstorm made landfall along the coast of New Jersey last October.

In a historic first, Guard officers in New Jersey and New York were designated as dual-status commanders for an unplanned event, exercising command over members of the Army and Air National Guard from 17 states as well as active duty and Army Reserve soldiers, sailors, airmen and marines. The actions of America's Guard operating in its own communities vividly demonstrated the versatility and responsiveness the nation receives from its hometown troops.

With the country focused on recovering from Hurricane Sandy, it is understandable that many Americans equate the National Guard solely with its high-profile role as a domestic responder, even after a decade of overseas combat.

Guard soldiers know better. Even as 8,000 of them came to the aid of their countrymen on the East Coast, an additional 27,000 were mobilized for missions in Afghanistan, Kuwait, Kosovo, the Sinai, Djibouti, Cuba, Honduras, the Philippines and elsewhere in the world. Another 600 were participating in exercises and overseas mission support in Japan, Germany and Canada. Readiness to perform ov- seas missions—coupled with training in executing thc missions—is what makes the Guard so capable when c- mestic emergencies arise.

At the same time that more than 3,500 New York ARN troops responded to Hurricane Sandy, another 1,900 Ne Yorkers were deployed to Afghanistan, Kuwait and oth overseas locations. Soldiers from New York's 101st Expe- tionary Signal Battalion from Yonkers, Peekskill and G- angeburg maintained communications networks acro Afghanistan, while soldiers from Rochester's F Company,- 169th General Support Aviation Battalion, were training t Fort Hood, Texas, to conduct medevac operations Afghanistan's Helmand Province. Members of New Yor 27th Infantry Brigade Combat Team (BCT), made up of s- diers from Syracuse, Buffalo and Geneseo, conducted sec- rity and support missions in Kuwait. As soldiers from Ne Jersey's 50th Financial Management Company provid support to U.S. forces in Kuwait, their fellow Guard me- bers cleared debris and rescued citizens from the torren that engulfed coastal communities in New Jersey, fro Hoboken to Cape May.

While all eyes were on the East Coast, more than 2 Guard soldiers assisted U.S. Customs and Border Protecti agents in Texas, Arizona, New Mexico and California to c- tect and interdict drug traffickers. Half a world away, mo than 200 Guard members from places including Kentuc Indiana, Nebraska, Wisconsin, Georgia and Mississip were putting their civilian skills to good use as they aid farmers in nine Afghan provinces. Soldiers from New Me- ico kept the peace in the Sinai. South Carolinians did t same in Kosovo. Texas and Kentucky fielded forces in L-



LTG William E. Ingram Jr. *assumed duties as director of the U.S. Army National Guard in November 2011. Previously, he served as special assistant to the Vice Chief of Staff of the Army. He has commanded U.S., U.N. and NATO forces in Croatia, Macedonia and Kosovo, and has had leading roles in homeland security and disaster response in the United States. A graduate of North Carolina State University, LTG Ingram was commissioned in 1972 as a distinguished graduate at North Carolina Military Academy, Fort Bragg, N.C.*



Members of the Oklahoma National Guard's 63rd Civil Support Team conduct search and rescue operations in response to the immense tornado that ripped through the center of Moore, Okla., in May.

ti. Special Forces troops from Florida, North Carolina Puerto Rico conducted training in Honduras.

he Army National Guard has spent the past 12 years bal-ng the demands of overseas operational missions with lomestic duties. It is a dual responsibility that the Guard proudly borne for more than 375 years.

ARNG's Inherent Strengths

hese examples amply illustrate the inherent strengths of ARNG. In its current state, the Guard is the best-staffed, -trained, best-equipped and best-led force in its 376-year ory. As an Army component committed to the total force cept, the Guard has proven to be cost-effective, rapid to loy, accessible and capable.

hese strengths define the Guard today. They are the di- result of a decade of deployments and cumulative com- experience. More than 80 percent of Guard soldiers ed the military after 9/11. Since then, there have been e than 518,000 soldier mobilizations. Nearly half of all en-soldiers currently serving are seasoned combat vet-ns. The ARNG's inherent strengths make it a low-cost, n-impact solution for the nation's defense needs.

Cost-effectiveness

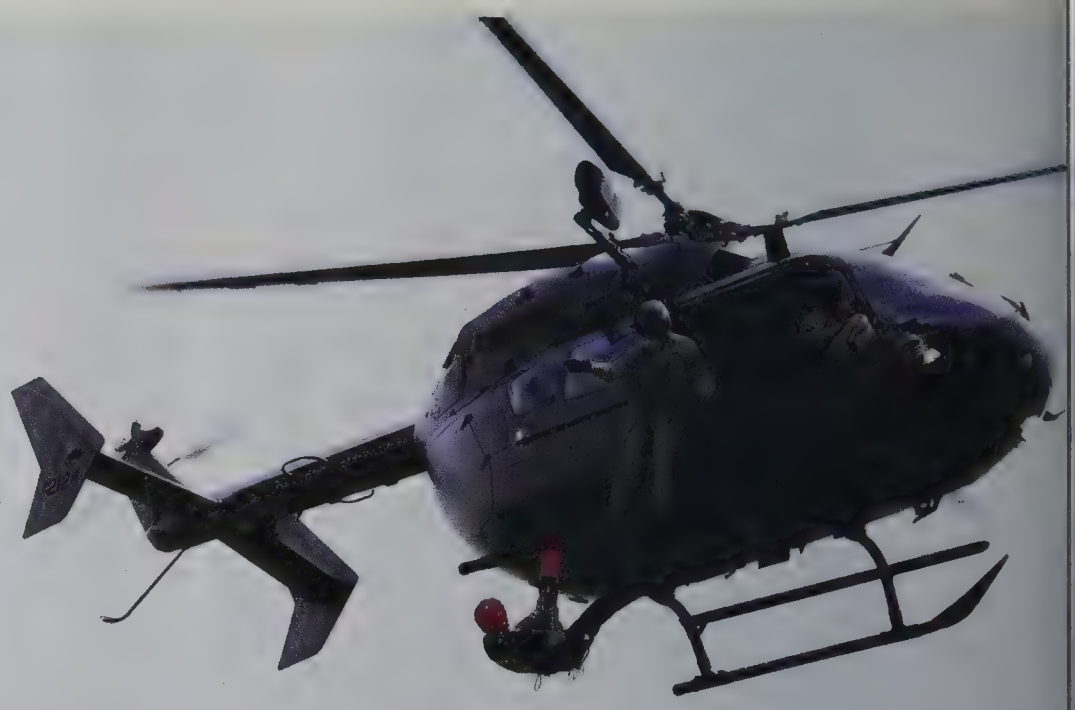
oD and independent studies confirm that ARNG sol-s deliver operational impact and strategic depth at one-d the cost of their active component counterparts. In ns of scale, the ARNG contributes 39 percent of the ıy's operating forces for 12 percent of its budget, com-nenting the active Army and the Army Reserve and viding vital capability to the total force. With these es, the ARNG serves as the military's first responder for domestic emergencies while also providing balance for the force overseas, as all National Guard soldiers add their civilian job skills to their military specialties.

The well-established cost efficiencies of the ARNG are generated throughout the life cycle of its personnel. Eighty-four percent of ARNG soldiers serve on a part-time status and are paid only when in uniform. Citizen-soldiers and their families are less likely to use military health benefits, often retaining civilian health coverage even during mobilizations. They also retire later, attain a lower level of retirement income, and rarely use DoD housing, schools or recreational facilities. In addition, as the active component draws down, the ARNG will remain a vital repository for Army talent. The nation is spared the loss of hard-earned experience as well as the cost of recruiting and training replacements.

Rapid Response and Deployment

The past 12 years of war have demonstrated that even the largest Guard formations can be trained, validated and deployed well within the timelines required by combatant commanders. The experience of deploying repeatedly over the past decade has honed this training regimen and significantly reduced postmobilization training time. The Army force generation cycle provides a rotating force pool of 55,000 Guard soldiers ready for employment each year. Many companies complete their postmobilization training in approximately 30 days; Army National Guard BCTs take a little longer, averaging 50 to 80 days of postmobilization training. While predictability of scheduled deployments is preferable for soldiers, families and civilian employers, the last decade has made the Guard more ready to respond to overseas contingencies on short notice than ever before.

America will always need a robust active Army, a "fight tonight" force that stands ready to deploy soldiers anywhere they are needed and serve as a reassuring presence to our allies. On American soil, however, it is the Army National Guard that serves as the "fight tonight" force, forward deployed in more than 2,600 communities. In times of domestic



Right, a Virginia Army National Guard UH-72 helicopter air crew conducts live hoist training with personnel from a local scuba rescue team in Chester, Va. Below, soldiers from the 43rd Civil Support Team, South Carolina Army National Guard, study a potentially contaminated object during a radiological training exercise in May.



crisis, it is the trained and ready citizen-soldier who moves quickly to safeguard lives and property here at home. National Guard civil support teams arrive on the scene of a domestic crisis within one to three hours of being called. Guard chemical, biological, radiological, nuclear and high-yield explosives enhanced response force packages and homeland response forces bring specialized capabilities to bear within 24 to 48 hours. Emergency management assistance compacts among the states ensure that every state can borrow Guard assets from its neighbors should the need arise.

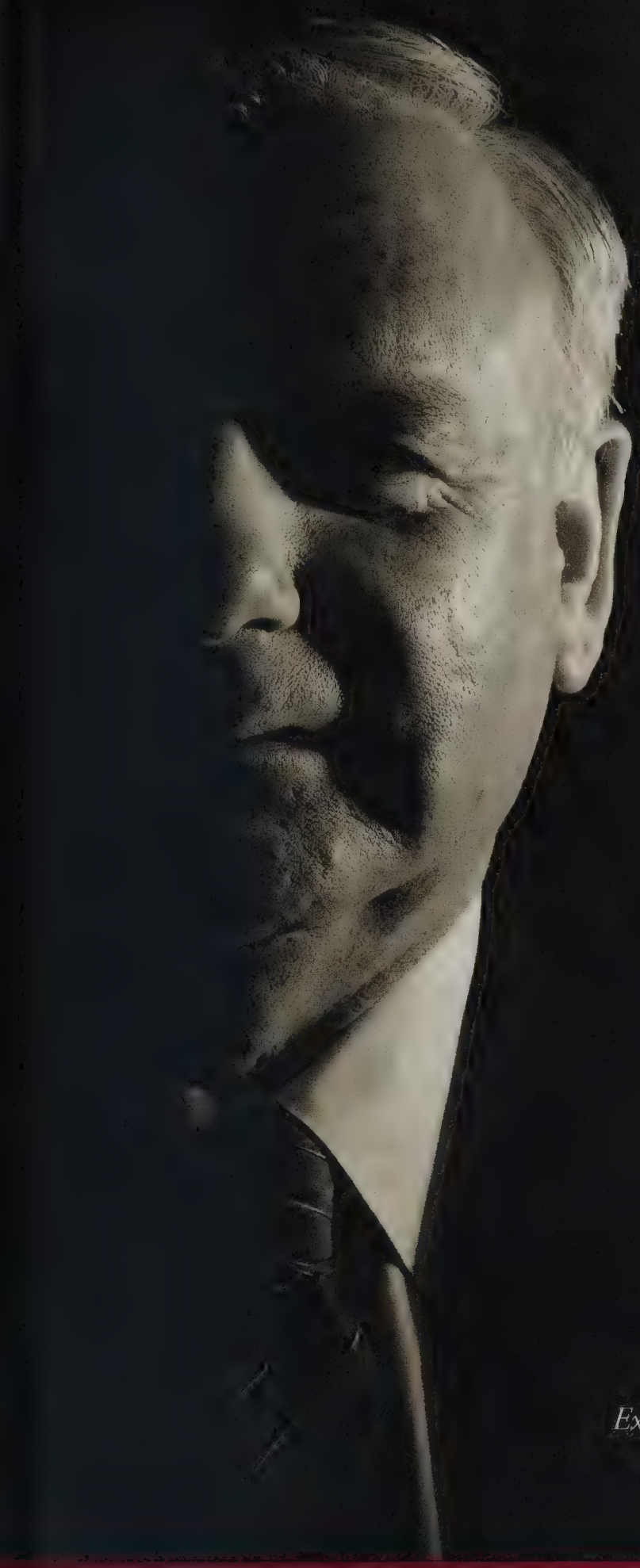
Accessible and Capable

Since 9/11, the Guard has answered the call time and again without fail. As an operational force, continued employment in contingencies, exercises and training opportunities at home and abroad is vital to maintaining hard-earned experience. The additional mobilization authority enacted in the 2012 National Defense Authorization Act provides DoD with an important option to employ reserve forces overseas outside current cont- gencies. Through pre-planned and p- budgeted requirements, the Guard a Reserve can bring their expertise a experience to support combatant co- manders.

Whether Guard BCTs are condu- ing counterinsurgency operations Iraq and Afghanistan or smaller un are fulfilling security cooperation m- sions elsewhere in the world, AR soldiers have accomplished every m- sion they were assigned. Senior mi- tary and civilian leaders have stat on numerous occasions that the mi- tary's success in meeting the dema of fighting two wars and multiple ot missions worldwide would not ha been possible without the Guard. G- ernors across the nation depend on Guard units to save li and property in the face of disaster.

In addition to military skills, Guard capability and fle- bility are enhanced by the expertise citizen-soldiers g through their civilian employment. These skill sets a value to the Army and pay immense dividends, especia in peacekeeping and partnership-building missions. N- where is this more evident than in the 65 partnersh built between individual states and nations around world through the National Guard State Partnership P- gram. For the past 20 years, citizen-soldiers have for long-term relationships that have promoted increased c- tural understanding, enabled joint and multinational ex- cises, and allowed partnered deployments to Iraq a Afghanistan.

Continued investment in the Army National Guard - sures that citizen-soldiers will remain an operational fo ready to serve in whatever capacity is required in this unc- tain world.



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Army Reserve: A Lifesaving, Life-Sustaining Force

By LTG Jeffrey W. Talley
Chief, Army Reserve
and
Commanding General,
U.S. Army Reserve Command

Army Reserve CPT W. Matthew Leevy's work as a research assistant professor at the University of Notre Dame is adding a new dimension to preclinical imaging. The 3-D imaging process he spearheaded was recently reported in the Journal of Visualized Experimentation and described as a technological breakthrough by more than 40 research and technology news websites.

CPT Leevy, a nuclear medicine science officer with the 3rd Medical Command (Deployment Support), merged data from preclinical X-ray CT scans of mice and rabbits with 3-D printing technology. This enabled the creation of high resolution plastic anatomical objects of the skeletal features of the specimens. It is a cost-effective solution that could soon provide surgeons with enhanced 3-D





A convoy from the 411th Engineer Brigade's Joint Task Force Empire—recently partnered with the Afghan Ministry of Public Works—stages outside the Salang Tunnel in Parwan Province, Afghanistan. The task force enables approximately 9,000 trucks per day—with cargo valued at $104 million per month—to travel unhindered.

perspectives of illnesses or injuries before they perform surgery.

CPT Leevy is the latest Army Reserve soldier to be identified for research innovation in the science and medical field. In the past year, Dr. Alan Samuels, a lieutenant colonel and research chemist at Aberdeen Proving Ground, Md., and former CPT Maria Urso, a researcher at the U.S. Army Research Institute of Environmental Medicine, both received presidential recognition for their innovation in research.

These soldiers represent the unique strength the Army Reserve brings to the nation—citizen-warriors with civilian skill sets that add depth and expertise to the total force.

Providing Historic Depth

The historic depth that the Army Reserve provides the nation is relevant today and for the future. GEN Raymond T. Odierno, the Chief of Staff of the Army, describes the Army's future as "a force of unparleled tactical, operational and strateg excellence." His vision is well serv by the strengths of today's Army R serve soldier. Following 12 years war, the Army Reserve remains proven component and command, e sential to the Army's ability to ser the nation. Citizen-soldiers contin ally demonstrate their ability to au ment military skills with experien acquired as civilians and advanc education and degrees, providing t Army with a distinct edge in ope tions at home and in combat. Arm Reserve soldiers are leaders of ind try and academia, currently holdi nearly 75 percent of the total Arm doctorates and half of its master's e grees. They provide critical depth today's rapidly changing, acceleratig and evolving global environment.

The Army Reserve is the larg three-star command in DoD. It is eff tively led by the Chief of the Army Reserve and the co manding general of the U.S. Army Reserve Command. T structure allows for the seamless integration and gene tion of essential federal capabilities that are deploya across the nation and the globe. The Army Reserve is a fu integrated joint force partner in service to the Army and DoD. With almost 17,000 soldiers directly supporting Ar senior service commands and combatant commands, Army Reserve continues to provide a great investment America.

Army Force Generation

The Army Reserve provides essential capabilities sufficiently resident in the active component or Army N tional Guard. As stewards of the nation's resources a trust, we must deliver the right capabilities at the ri level of readiness at the right time for the lowest cost. Cr rently, the Army Reserve provides almost 20 percent of t total Army force for only 6 percent of the Army's budg Critical to this success is the fact that Army Reserve sl diers maintain their technical skills at little or no cost DoD since they are predominantly employed in the priv sector.

Army force generation (ARFORGEN) is a five-y model for the reserve component that offers a balanced a cost-effective approach to training and mobilization, allo ing predictability for soldiers, families, and civilian em ployers. Because the Army Reserve provides the majorit combat support and combat service support to the to Army, it is anticipated that the demand for the Army re serve will remain strong. Sustaining ARFORGEN is a co effective way to maintain readiness and ensure access to n ablers across the entire spectrum of military operations.



***LTG Jeffrey W. Talley, USAR**, is the chief of the Army Reserve and commanding general of the U.S. Army Reserve Command. Most recently, he served as the commanding general, 84th Training Command (Unit Readiness), Fort Knox, Ky. He has held a variety of command and staff positions from platoon to division level, including time on the Joint Staff in Washington, D.C., and the Secretary of Defense's Reserve Forces Policy Board from 2009 to 2012. He has deployed several times, most recently in 2008–09 to Baghdad, where he developed a sustainable engineering approach that promoted social entrepreneurship to create engineering and service businesses. He has a doctorate from Carnegie Mellon University and an Executive M.B.A. from the University of Oxford.*

Plan, Prepare, Provide

n order to maintain a cycle of pro-ssive readiness, Army Reserve com-nders emphasize three basic lines of ort: plan, prepare and provide. This mework ensures readily accessible abilities to support Army and com-ant commanders.

Plan. The Army Reserve has forma-ns that are regionally aligned to sup-t combatant commands (COCOMs). are also planning to forward-station y integrated Army Reserve engage-nt teams (ARETs) at the COCOMs, d Army Reserve engagement cells RECs) at Army service component mmands (ASCC) and Army corps. ch team and cell will be equipped h reach-back capability to the U.S. my Reserve Command and its sub-linate operational and functional mmands, which represent expertise all combat support and combat ser-e support capability.

Prepare. Training with the active and National Guard mponents is essential. We will continue Army Reserve-onsored warrior exercises, combined situational training rcises, and overseas deployment training and theater rcises to support operational adaptability and sustain diness..

Provide. We will employ Army Reserve soldiers, leaders d units to execute decisive action operations. We are cur-tly reorganizing our structure to better support ASCCs, my corps and COCOMs consistent with the total force icy. We will support the ASCC, Army corps and CO-OM requirements to provide forces, including the author-to deploy soldiers for up to 29 days to swiftly respond to needs of the nation and combatant commanders.



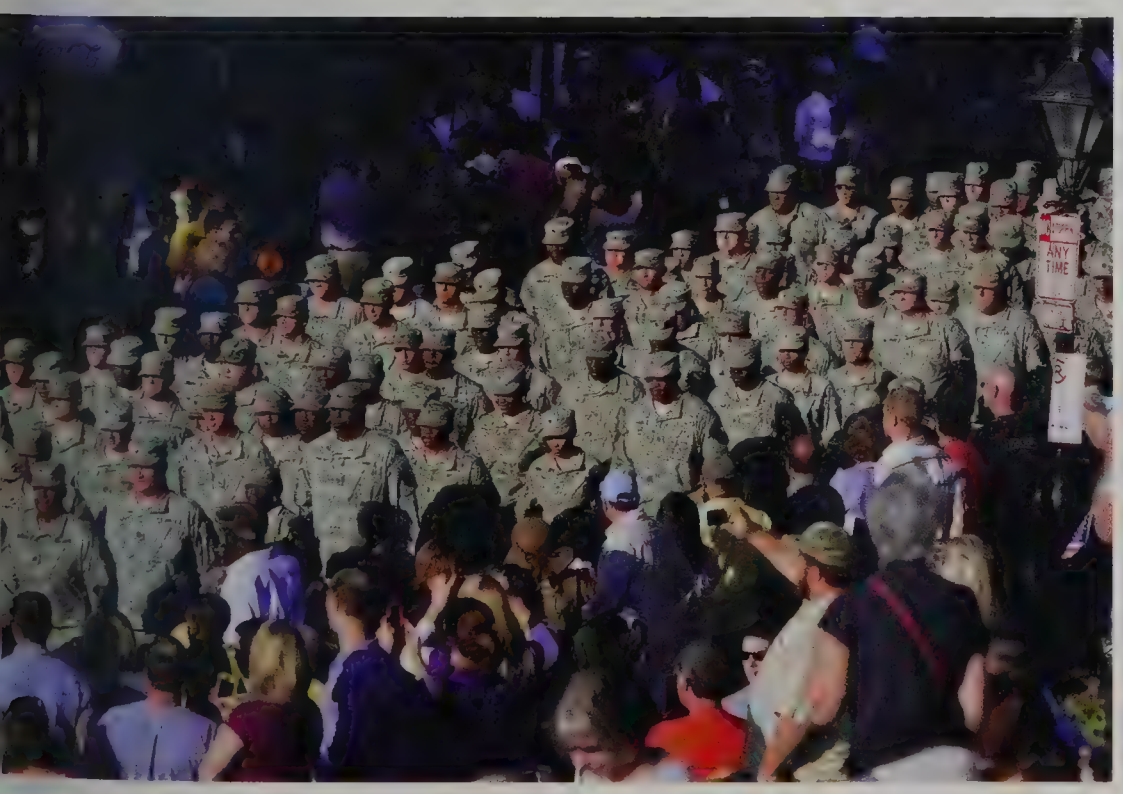
U.S. Army Civil Affairs and Psychological Operations soldiers perform a sling-load operation with a UH-60 Black Hawk at Fort Bragg, N.C. These Army Reserve soldiers spent 12 days training with the National Guard Warrior Training Center Mobile Training Team there.

Regionally Aligned Forces

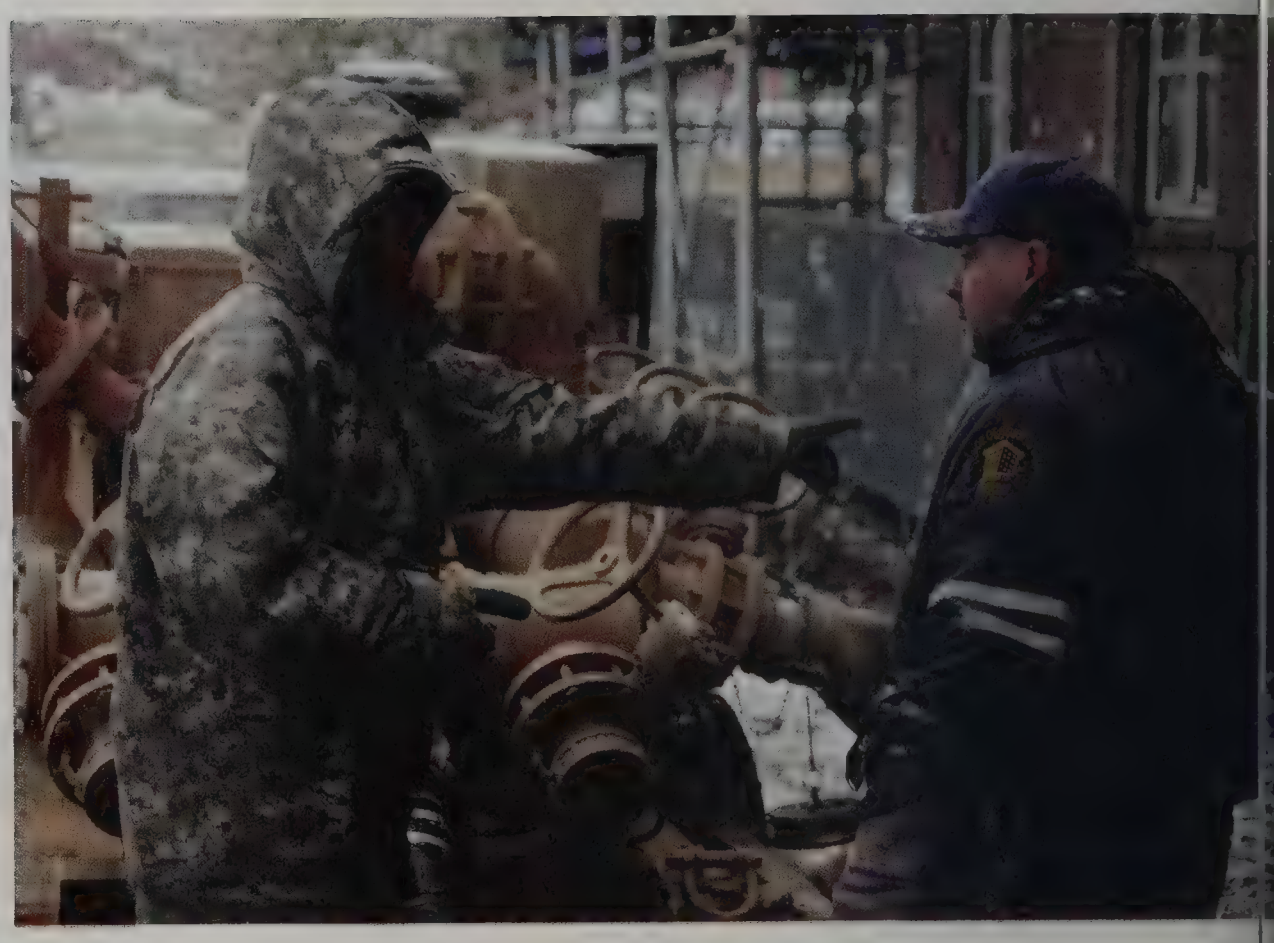
The Army Reserve's approach to the Army's "regionally aligned forces" initiative is to train and staff units to serve as globally engaged and regionally responsive formations focused on enabling the "prevent, shape, win" strategy. Regional alignment provides predictable and dependable capabilities to COCOMs and aids rotational force plans scaled for various contingencies. Our ARECs and ARETs will serve as the Army's forward-positioned coordination elements for the Army Reserve to ensure COCOM enabler requirements are met.

Homeland Defense

Passage of the National Defense Authorization Act of 2012 established the Army Reserve as a critical federal force provider for the nation's disaster response efforts. Our civilian skill sets and logistics and sustainment capabilities make the Army Reserve the optimum force to be employed at home for lifesaving, property preservation and damage mitigation missions. The November 2012 support to Hurricane Sandy response and re-



Members of the 377th Theater Sustainment Command are greeted and thanked by community members during the Louisiana Bicentennial Military Parade in the historic French Quarter of New Orleans.



Hurricane Sandy marked the first time Army Reserve soldiers were activated for a domestic natural disaster under the National Defense Authorization Act of 2012. SGT Kimberly Boyce, a water purification specialist from the 401st Quartermaster Detachment (Lock Haven, Pa.) discusses the best way to remove water from a basement in Rockaway, N.Y., with Carlos Malgonado, Redfern Houses complex grounds supervisor.

covery operations was historically significant, marked by use of the expanded mobilization authority listed in Title 10 of the U.S. Code, Section 12304a. Today, we are positioned to provide federal response capabilities to support disaster response and complex catastrophic contingency missions.

Immediate Response Authority

The federal response following the bombings at the Boston Marathon this past April involved sophisticated coordination by the Army Reserve DoD emergency preparedness liaison officer (EPLO) for that region. Access to federal capabilities is critical to protecting the homeland and supporting local and state responders. Army Reserve EPLOs are prepositioned in each Federal Emergency Management Agency region to facilitate rapid access and federal responses to disasters in the homeland.

Public and Private Partnership

The employment of Army Reserve units and soldiers in operational missions builds and sustains the training, experience and readiness of the force. Theater security cooperation missions provide opportunities to utilize and strengthen core and specialized Army Reserve competencies, both civilian and military. Possessing a combination of military- and civilian-acquired skills, Army Reserve citizen-soldiers are ideally suited to execute in-country missions in cooperation with both private and public organizations supporting COCOMs, ASCCs and Army corps.

The Army Reserve public/private partnership (PPP) initiative merges the best of the Army's individual, leader and unit training with industry-based skills and professional career development. The outcome of this initiative is manifested through worldwide projects that benefit soldiers, host nation populations and economies, and participating organizations.

The PPP provides soldiers with the opportunity to continue to excel as members of the military, employees and family members. The Army Reserve will execute Title training in an annual training status in conjunction with PPP to enhance soldier and leader civilian-acquired sk and experiences. This initiative will contribute to balan development in the civilian, military and human doma while maximizing unit readiness through missions inv ing COCOMs, the interagency community and private tor partners.

The Way Ahead

As we draw down forces in Afghanistan, the demand Army Reserve forces remains high. The global fiscal e ronment brings complex and growing security challe to our nation and coalition partners, necessitating a bala between reducing costs and continued engagemen ready, agile and adaptable forces.

As directed by the Army, we provide forces to perf unified land operations. Our formations are versatile demonstrate the cost benefit of Army Reserve capabili The Army Reserve is working with the Office of the Se tary of Defense, the regular Army and the National Gu to update legislative language to better define roles anc sponsibilities regarding readiness and postmobilizatio quirements.

As chief of the Army Reserve and commanding gen U.S. Army Reserve Command, I will continue to en that our Army Reserve soldiers, families and civilian ployers have the support required to help the Army serve continue to deploy and sustain operations.

The complementary capabilities and depth of a pro sional and combat-tested operational Army Reserve valuable assets for America. As the federal operationa serve force provider for the Army and joint missions at ho and abroad, the Army Reserve remains an integral pa the most decisive and lethal land force in the world.



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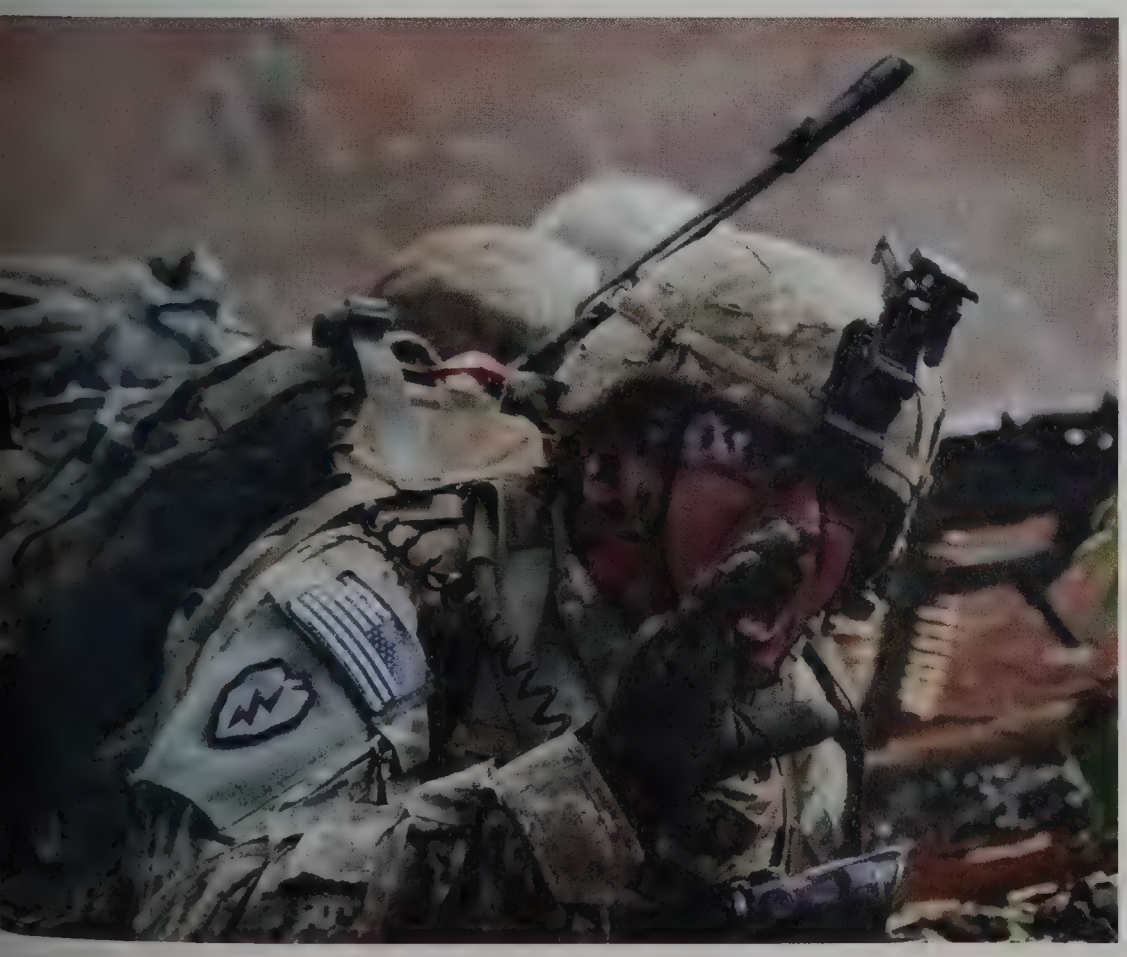
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A GENERAL DYNAMICS COMP

U.S. Army Pacific And the Pacific Rebalance

By GEN Vincent K. Brooks
ommanding General, U.S. Army Pacific

In January 2012, the President introduced strategic guidance to focus on the Indo-Asia-Pacific theater. Also in January 2012, the Chief of Staff of the Army visited U.S. Army Pacific (USARPAC). During several working sessions with both USARPAC and U.S. Pacific Command (USPACOM), initial agreements on meeting the demand signal for Army forces and capabilities in support of USPACOM laid out the design for the effort to rebalance the U.S. Army to the Indo-Asia-Pacific theater to achieve our nation's strategy. The essential components of this rebalance for the U.S. Army in the Pacific are: setting the theater for deterrence; maintaining contingency forces; expanding Army air and missile defense capabilities to defend against an expanding threat; and reshaping our headquarters and staff.



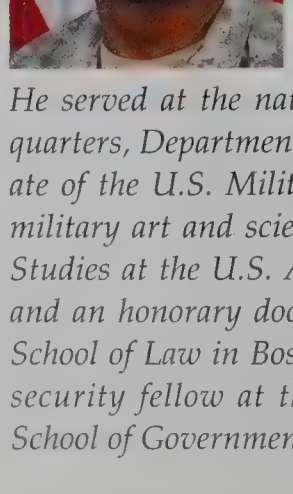


Soldiers from the 9th Infantry Regiment, 1st Heavy Brigade Combat Team, 2nd Infantry Division, work with Republic of Korea 8th Engineer Brigade soldiers in their first large-scale river crossing training in almost 10 years.

Setting the Theater for Deterrence

The Indo-Asia-Pacific theater demands the "A game" from logisticians every day. The realities of distance and time alone—we operate across 9,000 miles and 16 time zones—present an environment that is most demanding in every sense.

Enabling joint and multinational operations over half the world's surface requires the ability to support Army forces, other service formations, interagency partners and other U.S. government agencies. We accomplish this through an array of mission-essential, Pacific-assigned, theater-enabling commands (sustainment, air and missile defense, signal, military intelligence, engineer, medical, military police); Army prepositioned stocks in Japan, Korea and Diego Garcia; and well-exercised power projection platforms in Washington, Hawaii, Alaska and Japan—all geared to ensure that our Army and joint forces in the Pacific receive the support required in the event of contingency or other operations. They also play a vital role in persistent engagement through the execution of subject matter expert exchanges and the like.



***GEN Vincent K. Brooks** assumed command of U.S. Army Pacific in July. He most recently commanded Third Army/U.S. Army Central. Previously, he was the commander of Fort Riley, Kan., and, concurrently, the 1st Infantry Division. In addition, he has served in command and staff positions in the United States, Germany, Korea, Kosovo and the Middle East. He served at the national level in the Pentagon within Headquarters, Department of the Army, and the Joint Staff. A graduate of the U.S. Military Academy, he has a master's degree in military art and science from the School of Advanced Military Studies at the U.S. Army Command and General Staff College and an honorary doctor of laws degree from the New England School of Law in Boston. GEN Brooks also served as a national security fellow at the Harvard University John F. Kennedy School of Government.*

Continuously challenging these fo and capabilities through joint and mu national exercises is crucial to succ ful operation of strategic landpo in this theater.

Contingency Force Readines

USARPAC provides significant c tingency response force capabilit USPACOM with prepared and re Mission Command nodes and com and enabler support packages.

I Corps, based at Joint Base Le McChord, Wash., provides an op tional-level Mission Command capa ity in support of contingency operat throughout the Pacific area of resp sibility. Three Stryker brigade com teams provide USPACOM with a continuous contingen response force. In addition, I Corps' regionally aligned fu tional and multifunctional brigade combat teams more t double the enabler brigades available to USPACOM v combat aviation, fires, engineer, military police, sust ment and medical brigades.

Our U.S. Army Alaska headquarters (HQ) provides J Task Force (JTF)-Alaska with a Mission Command HQ a battalion-size rapid response force in support of Northern Command homeland defense. We also emp Stryker and airborne units out of Alaska to fill the glo response force Stryker company mission and have fi the Army contingency response force mission with an borne capability. As the only airborne brigade station the Pacific theater, 4th Brigade Combat Team (Airbor 25th Infantry Division, provides the commander of US COM with a unique form of operational maneuver and try capability, recently demonstrated during exercise Ti man Saber 2013 in Australia.

As for Hawaii-based forces, our 25th Infantry Divi HQ is designated as the operational-level HQ for Pa area of operation homeland defense. In addition to th vision HQ, USARPAC employs Hawaii-based forces t a battalion-size rapid response force in support of ho land defense missions.

All Pacific-assigned HQs have established emerge deployment readiness exercise programs in order to velop the rapid deployment capability necessary in "new normal" environment. All now have the abilit deploy initial elements within 24 hours.

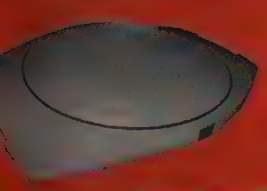
Expanding Air And Missile Defense Capabilities

We have progressively developed our ballistic missile fense capability and are now a major player in the i grated missile defense of our forces, capabilities, inst tions, allies and partners throughout the Pacific. Our air missile defense capabilities have been continuously hanced through the addition of an Army air missile def

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Soldiers with the 3rd Battalion, 141st Infantry Regiment, dismount from a UH-1 helicopter provided by the Japan Ground Self-Defense Force during Orient Shield, an annual bilateral training exercise planned and hosted by U.S. Army Japan.

command in support of USPACOM, a Patriot battalion stationed in Japan and an Army Navy/Transportable Radar Surveillance-Model 2 facility in Shariki, Japan. We have also demonstrated the expeditionary nature of our forces through the deployment and sustainment of a terminal high altitude area defense battery to Guam in response to regional threats.

Reshaping Headquarters and Staff

Reshaping Headquarters, U.S. Army Pacific, must be accomplished as we take on new roles requiring a more agile organizational structure and staffing, while carefully and deliberately working through the headquarters staff reductions mandated by DoD. We must develop new relationships among U.S. strategic landpower forces, including adjustments to U.S. Army command and support relationships as well as U.S. Army cooperation among U.S. Marine Corps forces, special operations forces and regional armies as we reshape our he quarters and staff. The resulting USARPAC HQ and thea enabling commands will be better postured to respond to ture requirements in support of USPACOM and our Army.

Meeting the Demand Signal

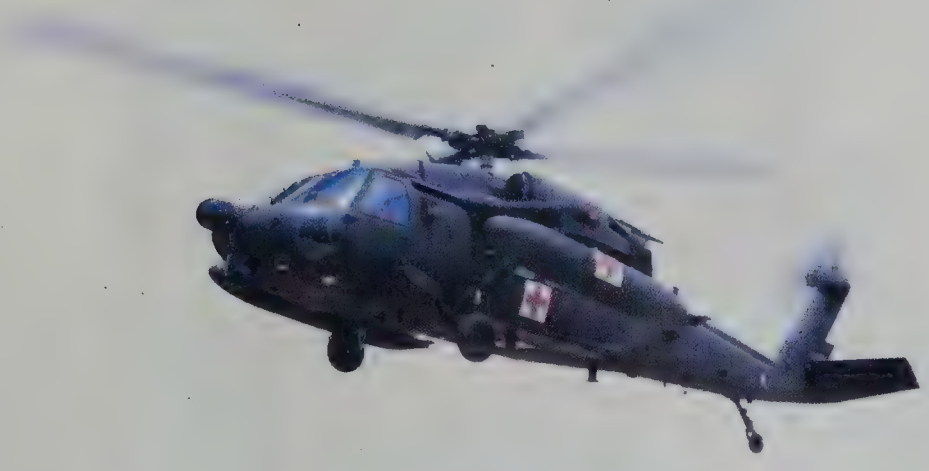
The demand signal for USPACOM did not require signment of additional forces to the Pacific; instead, it cused on making USARPAC-assigned forces and exist and developing capabilities available to USPACOM. Te main capabilities included in the demand signal called increased theater- and operational-level Mission Co mand capability, development of formalized joint/mu national operational capabilities, and the establishmen a theater-focused joint Pacific multinational readiness pability (JPMRC) as follows:

Theater joint force land component command (JFLCC). Te purpose of this is to provide a capability to synchron land-based activities during persistent engagement and c tingency operations; provide support to all land forces a plan for their employment and composition; and ensu synchronized theater security cooperation effort. This ini tive is nearing fruition and was a major focal point of the cific Land Power Symposium led by USARPAC in Hav in September. It has been manifested in the work our Ar is performing to support and broadly improve readiness the Korean peninsula through a variety of actions and ini tives that ensure our forces there are prepared to "fi tonight" while also being sustainable in the long term.

Operational-level JTF/JFLCC headquarters. These includ three-star, JTF-capable HQ, an assigned and available co HQ to execute operational plan JFLCC requirements, a an assigned and available two-star, JTF-capable HQ small-scale contingencies, including humanitarian as tance/disaster relief (HA/DR). The Department of Army began this initiative by removing HQ, I Corps a HQ, 25th Infantry Division from Afghanistan support a dedicating them to USPACOM as assigned Army for Since then, HQ, I Corps has completed a JTF certifica



Partner nations train alongside U.S. soldiers throughout the Pacific region. U.S. Army Pacific (USARPAC) prepares troops for unified land operations and builds military relationships to contribute to a stable and secure U.S. Pacific Command area of responsibility.



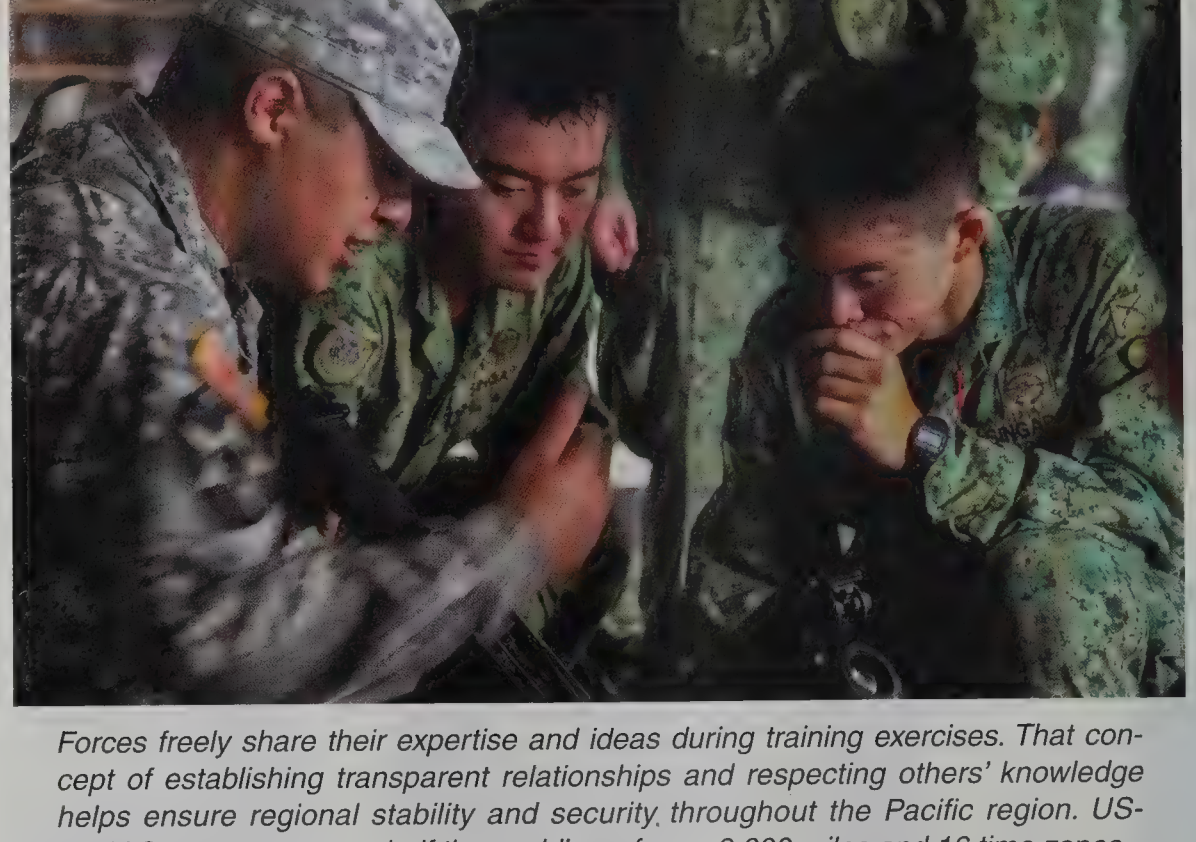
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Forces freely share their expertise and ideas during training exercises. That concept of establishing transparent relationships and respecting others' knowledge helps ensure regional stability and security throughout the Pacific region. USARPAC operates across half the world's surface—9,000 miles and 16 time zones.

exercise and has overseen the JTF certification of the 25th Infantry Division during Exercise Ulchi Freedom Guardian in Korea this year.

USARPAC has maintained a trained, exercised and ready contingency command post capable of responding to small-scale contingencies with an initial package in less than 24 hours, and we have also provided a temporary means to address a larger contingency, such as providing a Mission Command node for Army forces support operations on the Korean peninsula. A similar Mission Command capability for HA/DR response exists within I Corps (Forward) in Japan, which was developed following the experience of Operation Tomodachi. The committed presence of these units has enabled the implementation of a highly successful regional partnership program that formally links USARPAC-assigned and regionally aligned units to allied and partner nations.

Execute joint/multinational (Southeast Asia or Northeast Asia trilateral) HA/DR throughout the theater. This is growing with the assistance of our joint and multinational partners—most recently in July during Exercise Talisman Sab in Australia and after completing m tilateral senior leader discussions w Australia and Japan. This capabil was the focal point of discussions d ing the Pacific Armies Chiefs Conf ence in New Zealand in Septemb and will be again during the AU ILW LANPAC Symposium and Exp sition in Honolulu in 2014. We've a improved our prepositioned HA/ stocks in theater through the efforts the Department of the Army staff a our supporting partners—Army S tainment Command and Army M teriel Command.

Establish a combat training center joint/multinational training capability theater along with prepositioned equ ment sets in Australia and New Zeala The Army has made a commitmen bring this capability to life, and commander of USPACOM has ma this one of his demand centerpieces. The JPMRC will ena us to conduct company- to brigade-level combined/jo training in the Pacific using the existing joint/Army exer programs. While the JPMRC is not designed to match full scope of a combat training center rotation, it will p vide an opportunity for Pacific Army units to experien high-fidelity training environment in multiple places wit the theater to improve readiness and interoperability w regional armies.

USARPAC is up to these challenges and opportunitie we move forward.



PFC Jeremy Butler (right), a rifleman with the 23rd Infantry Regiment, 2nd Brigade, 2nd Infantry Division, surveys the jungle with soldiers from Singapore during field training as part of USARPAC-sponsored Exercise Lightning Strike in Singapore in July.

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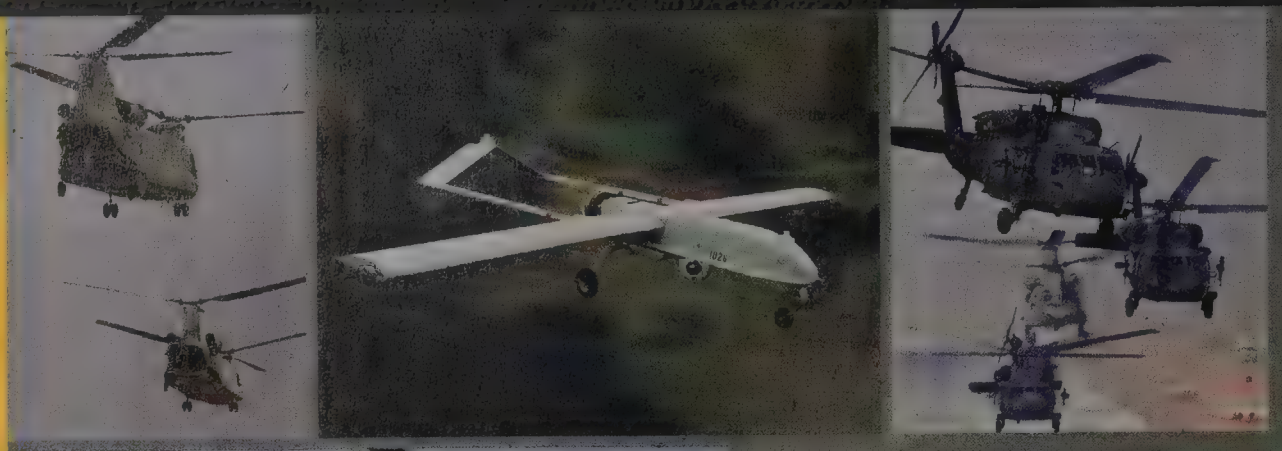
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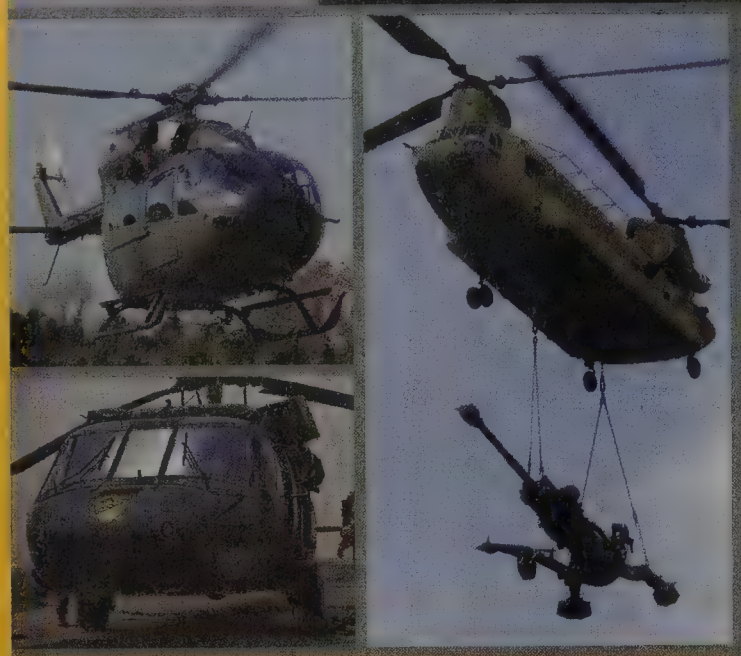


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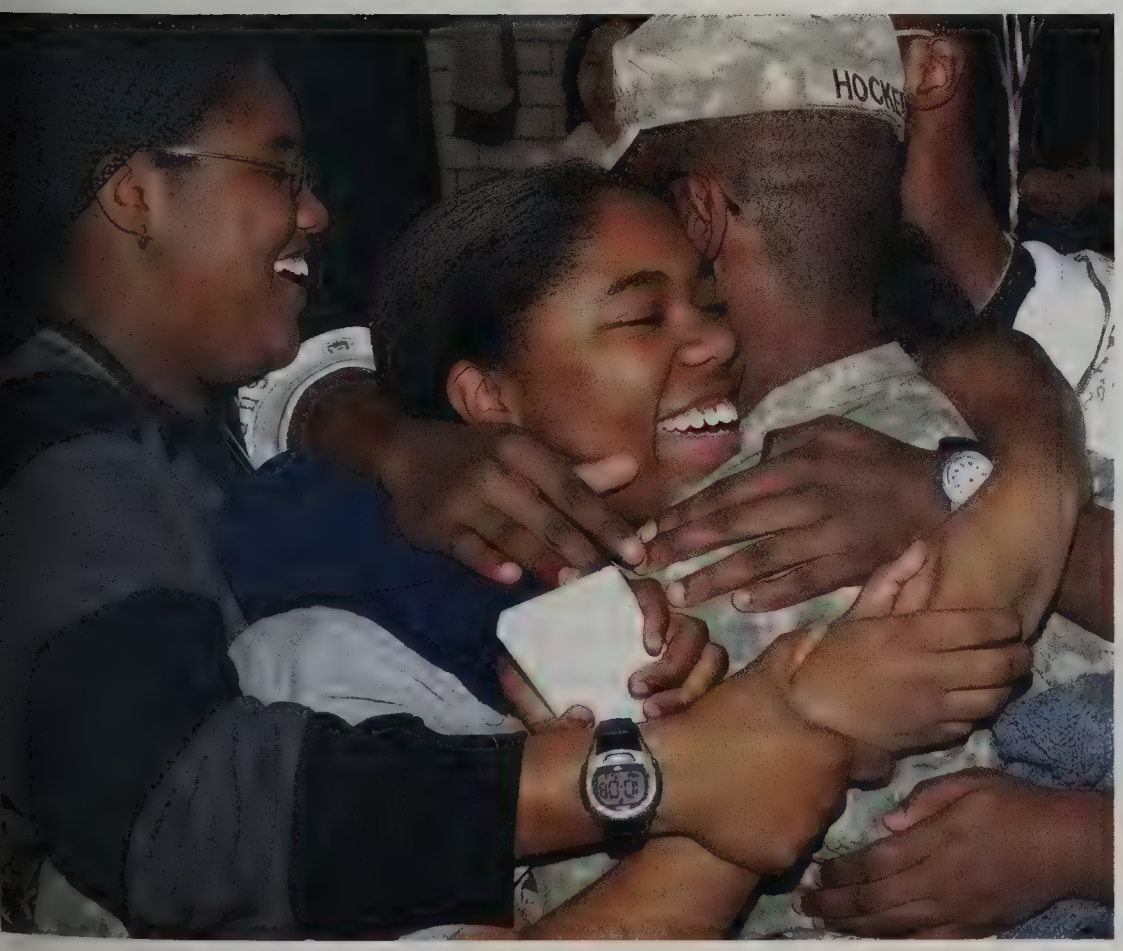
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Army Medicine: Serving to Heal

By LTG Patricia D. Horoho
Commanding General,
U.S. Army Medical Command
and
The Surgeon General of the Army

Since 1775, Army Medicine has stood shoulder to shoulder with our fighting troops and has received them at home when they returned. We stand ready today when called upon to put our lives on the line to care for our wounded soldiers.

While the wounds of war have been ours to mend and heal during a period of persistent conflict, every day our soldiers and their families are kept from injuries, illnesses and combat wounds through our health promotion and prevention efforts; are treated in state-of-the-art facilities when prevention fails; and are cared for by an extraordinarily talented medical force.



In order to sustain readiness for the Force of 2020 and beyond, Army Medicine is advocating a cultural shift by encouraging all soldiers and their families to develop a mind-set that drives them



Soldiers from III Corps participate in a corps run in May to kick off Phantom Warrior Week, a celebration of veterans, soldiers and service at Fort Hood, Texas.

to optimize their own health in order to improve performance and resilience. Inherent within this call to action are the vision and strategic imperatives for Army Medicine to move from a health-care system to a system for health.

Here is the challenge: As a soldier averages only 100 minutes per year with a health-care provider out of the 525,600 minutes that make up a year, this small amount of time and limited health-care influence do not adequately address the challenge of enabling optimum health. Army Medicine must influence the "lifespace"—the other 525,500 minutes of the year, the time when health happens—in order to help improve soldiers' quality of life and enable a ready and resilient force.



LTG Patricia D. Horoho *is commanding general of U.S. Army Medical Command and the Surgeon General of the Army. In 2011, she deployed with I Corps as the special assistant to the commander, International Security Assistance Force Joint Command, Kabul, Afghanistan. Previously, she was the deputy surgeon general, Office of the Surgeon General. Before that, she served as the 23rd chief of the U.S. Army Nurse Corps and commander of Western Regional Medical Command, Fort Lewis, Wash.; Madigan Army Medical Center, Tacoma, Wash.; Walter Reed Health Care System, Washington, D.C.; and DeWitt Health Care Network, Fort Belvoir, Va. LTG Horoho earned her Bachelor of Science in nursing from the University of North Carolina at Chapel Hill and a Master of Science degree as a clinical trauma nurse specialist from the University of Pittsburgh. She is a resident graduate of the Army's Command and General Staff College and the Industrial College of the Armed Forces, where she earned a Master of Science degree in national resource strategy.*

Army Medicine is responding to the challenge by e
powering our best talent and creativity to use health as
enabler for optimal soldier performance and resilience. *W*
are harnessing technology, research and innovation to
crease opportunities that influence healthy choices and
hance soldier performance. These efforts will create a s
foundation for comprehensive, standardized and susta
able efforts that promote healthy behaviors and envir
ments for soldiers and the military family.

Performance Triad

To achieve this end, Army Medicine has develope
performance triad consisting of activity, nutrition a
sleep to guide soldiers toward optimal health and e
silience. There is substantial scientific evidence that sp
ports activity, nutrition and sleep as a means to prom
health and performance. These three areas directly af
our patients' lives, regardless of their current health sta

In Army Medicine, we employ the acronym MRI (m
tain, restore and improve) to remind us of the opportuni
to help affect the health status of our patients, not onl
our military treatment facilities, but also in their lifespac

The first opportunity is to maintain health. This e
scribes the efforts that take place across Army Medic
every day to help our soldiers and their families s
healthy. Some of this happens in deployed units, labor
ries and research facilities, teaching facilities, medical
dental treatment facilities, and garrisons around the glo
More commonly, however, maintaining health occur
the personal lifespace of our soldiers and families—in
racks, homes, workplaces and communities.

The second opportunity is to restore health. This is w
we actively intervene and treat patients through a deli



Soldiers in basic combat training choose from a variety of vegetables at a salad bar during an evening meal on Fort Sill, Okla. To promote health and performance, Army Medicine stresses a performance triad of activity, nutrition and sleep.

and disciplined approach once illness or injury occurs. medical and dental therapies and public health inter-tions. It's research to develop new medical innovations t speed restoration of health and return quality of life.

The third opportunity is to improve health. This de-bes our efforts throughout Army Medicine to turn the alth dial" of our patients to the right. This entails en-raging our Army family to make healthier choices in ir own lifespace after they have left our direct care. Our vly established wellness centers provide soldiers and ilies with a centralized support and resource system to p prevent disease and improve quality of life. Improv-health within their own lifespace will enable soldiers d their families to become healthier and stronger physi-y and psychologically.

Together as partners, patients and Army Medicine profes-nals, we will be better prepared to cope when illness, in-y or the inevitable stressors of life threaten to affect health.

A System of Health

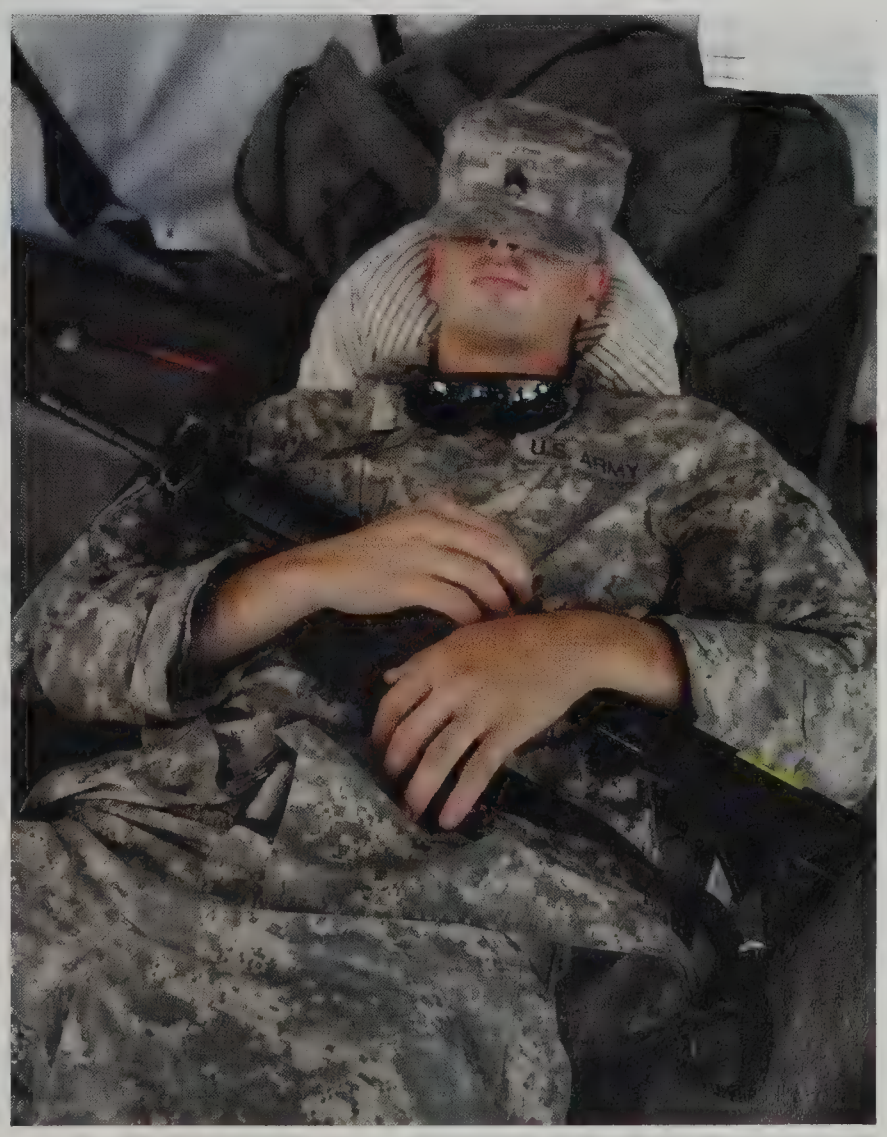
Transformation of Army primary care is a significant dri-of our broader transformation to a system for health. To ieve this, much of the future of Army Medicine will be cticed at the patient-centered medical home (PCMH). s approach to health relies upon building enduring rela-nships between patients and their provider-doctors, rse practitioners, physician assistants and others to ieve a comprehensive, coordinated approach to health. s results in greater continuity of care, with patients see-the same professional partners 95 percent of the time. is trust- and support-based PCMH approach provides mprehensive and improved health outcomes. This trans-mation is essential to our ability to more effectively in-ence the choices patients make in their lifespace.

Poor activity, nutrition and sleep influence the risk of de-oping chronic diseases and disability like diabetes, heart ease and mental illness. The PCMH is a platform from ich we influence these three areas in the lifespace. That in-fluence starts with simple steps such as assessing each patient along the performance triad, training staff to provide health coaching focused on the performance triad, and building patient awareness and empowerment through the use of technology that reaches into the lifespace.

Improvements in IDES

While we are working to improve soldiers' and families' lifespace, Army Medicine is also focused on ensuring that our wounded, ill and injured get the optimum health care they require to expedite their return to duty or transition to civilian life with the appropriate disability compensation.

The present disability system dates back to the Career Compensation Act of 1949 and has long been a contentious



SGT Daniel E. Acree, a multimedia illustrator assigned to 368th Military Battalion, sleeps on a cot while holding an M4 carbine during an Army Reserve Best Warrior Competition at Fort McCoy, Wis.



CPT (Dr.) Jennifer Slim examines SPC Nicholas Pena during a checkup at San Antonio Medical Center on Fort Sam Houston-Joint Base San Antonio, Texas.

issue. Since its creation, gaps in processes have been identified including long delays, duplication in DoD and Department of Veterans Affairs (VA) processes, confusion among servicemembers, and distrust of systems regarded as overly complex and adversarial. In response to these concerns, the Integrated Disability Evaluation System (IDES) was implemented in 2007 with the goal of streamlining DoD processes and expediting delivery of VA benefits.

This year, in collaboration with our partners across the DoD and the VA, U.S. Army Medical Command is renewing its commitment to our soldiers, their families, and Army leaders to ensure that the disability evaluation system is streamlined, standardized and transparent. For the first time, there is a service line dedicated solely to improving the IDES process. We have invested significant resources in this service line and launched many initiatives that have already led to measurable gains.

The IDES service line includes a team of analysts, statisticians and subject matter experts who are working daily to address the challenges that have delayed the awarding of benefits for many soldiers. Recent IDES service line initiatives include: publishing new and updated guidance; providing effective training to soldiers, commanders and important players throughout the process; clarifying complex appeals procedures; increasing visibility and transparency; establishing clear metrics; and enforcing enterprise-wide process standards to decrease variation.

As a top priority, we have published new guidance to decrease duplication, improve process understanding, increase efficiencies and achieve standardization across all IDES processing sites. We are also launching medical evaluation board remote operating centers to increase IDES enterprise capacity for all components. In addition, we employing best practices that have been successfully ide fied and piloted at military treatment facilities.

These approaches streamline the process by directly r gating the factors that have traditionally delayed the I timeline. Furthermore, the implementation of advar data analytics and visualization tools will give all st holders access to a common operating picture for IDES formance and the ability to monitor progress at the Ar wide, regional and facility levels.

Since the establishment of the IDES Task Force an subsequent transition to a dedicated service line, subs tial improvements have been made, but there is still a l work to be done. Nonetheless, we are confident that ou sion of an equitable and efficient disability evalua process is closer than ever. We are continuing to imp communication, satisfaction, trust and understandin this complex system to support our soldiers, their fam and other stakeholders in order to maintain the Army's the nation's readiness posture.

These combined efforts will create a solid foundatio comprehensive, standardized and sustainable efforts promote healthy behaviors and environments for sold and our military family. I know that I, and Army Medi have the confidence to lead, the courage to change an novate, and an unwavering commitment to excellenc those we are privileged to serve.

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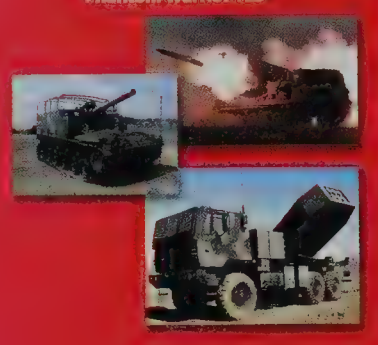
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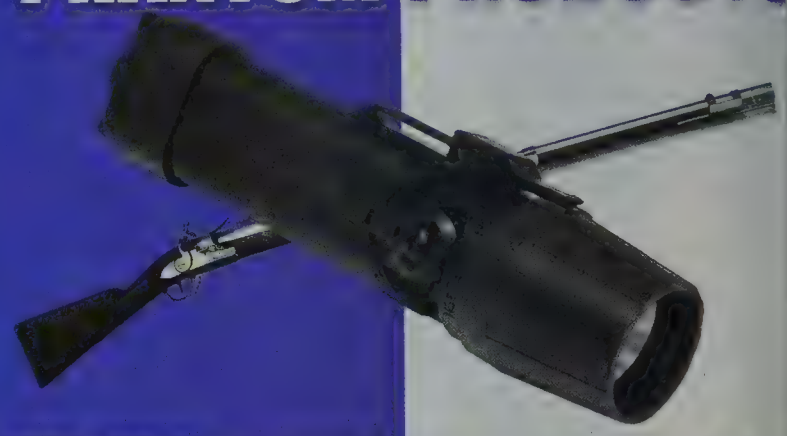
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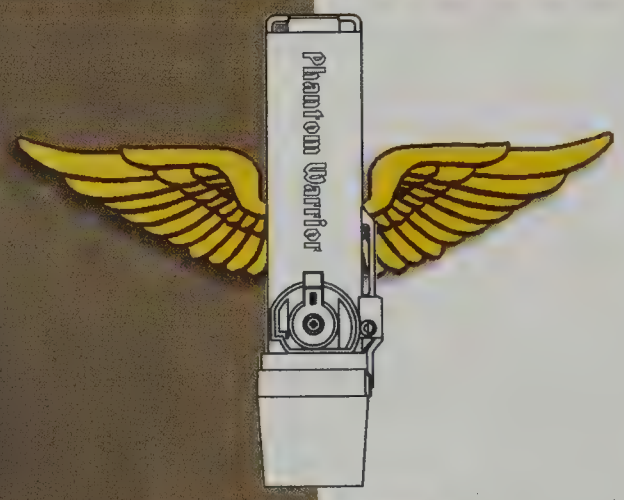
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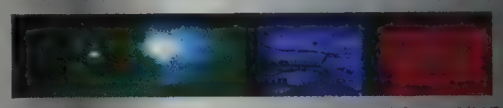
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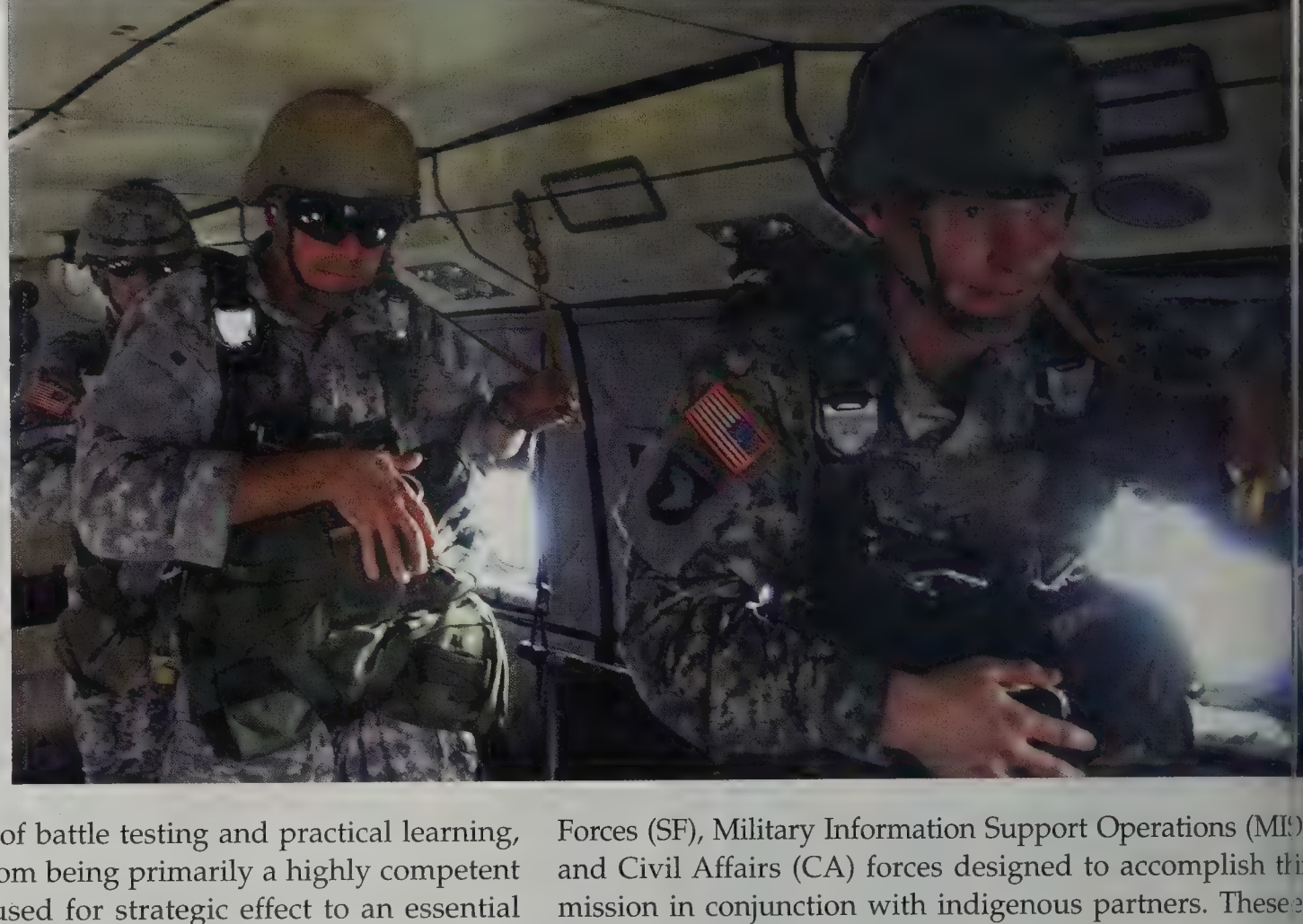
20 YEARS 1990-2010

Army Special Operations: A Decisive Force In Strategic Landpower

By LTG Charles T. Cleveland
Commanding General,
U.S. Army Special Operations Command

During the past 12 years of declared and undeclared conflicts, our Army has demonstrated a remarkable ability to learn and adapt to provide joint force commanders with the forces necessary to win their fights. The right blending of conventional and special operations forces (SOF) has proved essential to success. Supporting and supported relationships shifted at the tactical level between the two, and integration of effects occurred at the joint task force level. Interdependence among special operations and conventional units, host nation and allied forces, indigenous elements, and international groups was recognized as an essential component of our military and larger foreign policy success. In





Special Operations Command soldiers prepare to exit an aircraft during an airborne operation at Raeford Drop Zone near Fort Bragg, N.C.

this intense period of battle testing and practical learning, SOF transitioned from being primarily a highly competent tactical capability used for strategic effect to an essential military instrument in operational campaigns. The Army's special operations capabilities are unique and have proven critical in our most prevalent contemporary forms of conflicts in which enemies cloak themselves in the human activity of a modern, increasingly interdependent and virtually connected world.

In April, U.S. Army Special Operations Command released *ARSOF 2022*—a vision for the future of U.S. Army Special Operations Forces (ARSOF). In *ARSOF 2022*, these lessons were captured and translated into an action plan to further refine, develop and enhance our Army's special operations capabilities.

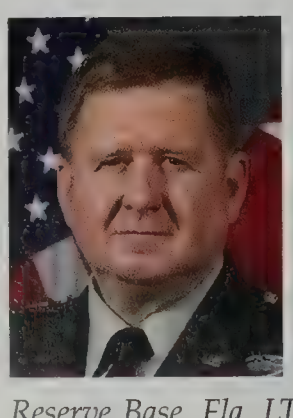
The cornerstone of *ARSOF 2022* was set in place last August with Army Doctrinal Publication (ADP) 3-05 *Special Operations*, which established a new narrative for describing the two different but mutually supporting special operations capabilities the Army provides the nation—special warfare and surgical strike.

The Army's special warfare capability resides in Special Forces (SF), Military Information Support Operations (MI and Civil Affairs (CA) forces designed to accomplish th mission in conjunction with indigenous partners. These gionally expert forces provide the nation with its only de cated military capability to conduct unconventional war and execute foreign internal defense or small-unit combat visory programs, psychological and influence warfare, a civil-military operations. Their unique skills are required enhance the survivability of a force capable of operating a prevailing in complex and uncertain situations over extend periods of time in austere, denied and hostile environment

The Army's surgical strike capability ensures that our a tion can project precise ground combat power anywher the world under any conditions. These forces are scala from individual operators to regiment-size strike for Enabled by robust intelligence fusion and the manage of a deliberate and disciplined targeting cycle, these fo mitigate uncertainty in order to successfully find, fix a finish enemy high-value targets with unprecedented absolute precision.

Supporting USASOC's special warfare and surg strike capabilities are the world's finest special op tions aviators and sustainers, found resident in 1 Army Special Operations Aviation Command (S ASOAC) and the 528th Sustainment Brigade (Spe Operations) (Airborne). USASOAC recruits the Army's aviators, crews and maintainers in order to support complex and high-risk requirements of USASOC's maru ver elements—the Special Forces groups, the 75th Ran Regiment and the special missions unit. Similarly, the 52 Sustainment Brigade provides expert logisticians who operate in any environment and are capable of suppor sensitive missions around the globe.

A critical component of *ARSOF 2022* is providing sp



***LTG Charles T. Cleveland** is the commanding general of U.S. Army Special Operations Command. He has commanded from the Special Forces detachment level through the subunified command level, most recently as the commanding general of Special Operations Command Central at MacDill Air Force Base, Fla., and Special Operations Command South at Homestead Air Reserve Base, Fla. LTG Cleveland holds a bachelor's degree from the U.S. Military Academy and a master's degree in strategic studies from the U.S. Army War College.*



An 82nd Combat Aviation Brigade UH-60 Black Hawk helicopter extracts Special Forces soldiers from a mountain pinnacle in Zabul Province, Afghanistan, after they executed an air assault mission to disrupt insurgent communication.

t to the Chief of Staff of the Army's Strategic Landpower k Force (SLTF). The SLTF is a collaborative effort among Army, U.S. Special Operations Command (USSOCOM) the U.S. Marine Corps to examine 21st-century conflict how ground forces must adapt and be better orga- ed, trained and educated, and thus prepared to succeed. ndamental task of the SLTF is to study the concept of human domain in warfare. The human domain is de- d by USSOCOM as "the totality of the physical, cultural social environments that influence human behavior to extent that success of any military strategy, operation or ical action depends on the applica- of unique capabilities that are de- ed to fight and win population- ric conflicts." This is a controversial c, but it is worthy of consideration.

Recent experiences in Iraq, Afghanistan, Colombia, the Philippines and Yemen indicate that the contemporary land, air, maritime, space and cyber domains warfare are insufficient for under- nding and successfully waging war ong the people. These domains e created for a paradigm of warfare which the object is the destruction defeat of an adversary's military nations—its companies, battalions, gades, divisions and corps. These nains, as they currently exist, do not iciently account for the capabilities uired to succeed in this other form warfare, one in which the object is ability to influence relevant popu- lations. This involves working alongside allies, partners and indigenous groups in neutral, politically sensitive or hostile environments. Thus, while some may disagree with the idea of a human domain, the importance of the underlying idea—that traditional landpower tools are insufficient for modern conflict—will require deliberate study. The potential for developing new organizations staffed by soldiers who are specially trained, educated and equipped for operations in complex, population-centric mission environments will come out of that study.

In addition to exploring the utility of a human domain



Members of an international security force enter a targeted compound in Nerkh District, Wardak Province, Afghanistan. Interdependence among special operations and conventional units, host nation and allied forces, and international groups is an essential component of U.S. military and foreign policy success.



Special Operations soldiers demonstrate their skills during the 2012 Capabilities Exercise hosted at Fort Bragg by U.S. Army Spe Operations Command. The five-day event included an array of interactive real-world scenarios, tactical techniques and weapons.

in warfare, USASOC is the intellectual hub for developing coherent ARSOF operating concepts that ultimately support national and theater strategies. As part of *ARSOF 2022*, USASOC has undertaken several vital initiatives in an effort to enhance the essential elements that inform and influence these concepts. These initiatives include efforts to improve our doctrine, studies and experimentation.

Doctrine: The U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS), the Army's Special Operations Center of Excellence, is the focal point for educating the force on ARSOF capabilities while also developing and codifying a seventh warfighting function (7th WFF) in Army doctrine, which is particularly critical. Commanders will be better equipped to synchronize the tasks, tools and systems necessary for success when human domain considerations are dominant.

Studies: USASOC established a campaign of learning that develops concepts and refines potential solutions. This iterative endeavor is fully nested with broader Army and USSOCOM experimentation programs, workshops, war games and resourcing processes. It is linked with the latest science and technology efforts and fosters relationships with interagency, industry and academic partners. The campaign of learning ultimately provides USASOC with a comprehensive and methodical way to effect change, optimize resource allocation and develop capabilities in a proactive manner in lieu of the reactive processes of the past decade.

Experimentation: USASOC conducts Silent Quest, the campaign of learning's capstone exercise series. Fully nested with Unified Quest, Silent Quest studies the efficacy of concepts and hybrid solutions for the complex operating environment. This year's exercise heavily examined the demanding Mission Command challenges of strategic landpower along the entire spectrum of conflict. These Mission Command structures include smaller colonel-level commands, a deployable special warfare division and a hybrid corps, in which a traditional Army corps is restructured to include organic SOF capacity and unique interagency tie-ins.

As a component of USSOCOM and a major command within the Army, USASOC is responsible for generating and sustaining SOF combat power for joint warfighters and ambassadors worldwide. USASOC's special warfare and surgical strike capabilities complement the Army's regionally aligned forces and its unmatched combined arms capability to ensure that America has the necessary suite of tools to prevent, shape and win across the spectrum of conflict.

As the Army looks to the future of strategic landpower, we should endeavor to prepare our soldiers for operations in the human domain and support them with a coherent strategy that knits together the proper joint, interagency and international partners found resident within a global landpower network. Combined with ongoing efforts to strengthen the global SOF network and institutionalize SOF, coalition forces and interagency interdependence, the Army will be better postured to provide the seamless application of combat power across the spectrum of conflict and Title 10, 22 and 50 authorities.

Envision soldiers specially trained, educated and equipped to prevail in the human domain and dominate in the land domain—brought to bear under the unified action of a global landpower network and acting in support of a broader global defense network. This interdependent system of like-minded military and nonmilitary forces, state and nonstate actors might one day form the adaptive and tailorable framework for campaigns to successfully prevent and shape, and—if necessary—win.



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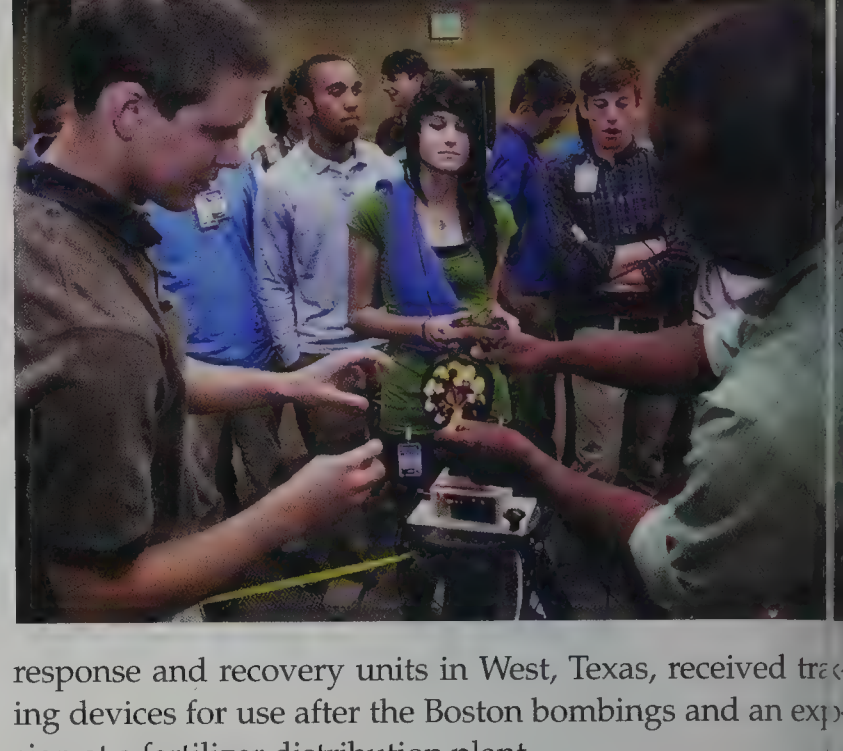
The Present and Future Of Army Space And Missile Defense

By LTG Richard P. Formica*
Commanding General,
U.S. Army Space and Missile Defense Command/
Army Forces Strategic Command

U.S. Army space and missile defense forces provide capabilities around the world, ranging from defending against today's threats to developing innovative solutions for tomorrow—and the day after tomorrow. Providing space capabilities to assist response teams following the bomb attacks at the Boston Marathon; standing missile defense watch during increased tension in the Asia-Pacific region; and launching and testing small, low-cost satellites for tactical communications are just a few recent activities of U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (USASMDC/ARSTRAT). As the Army's proponent for space, missile defense and high altitude programs, the com-

*LTG David L. Mann has succeeded LTG Formica as commanding general, U.S. Army Space and Missile Defense Command/Army Forces Strategic Command. LTG Formica has retired.





Employees of U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (USASMDC/ARSTRAT) demonstrate science, technology, engineering and mathematics principles of space and missile defense operations to high school students at Redstone Arsenal, Ala.

mand contributes to the Army's ability to shoot, move and communicate; defends the nation, U.S. forces overseas and our allies from limited ballistic missile attack; and provides early warning to our forces in theater.

We have a close, collaborative relationship with DoD's Missile Defense Agency and other important stakeholders including U.S. Strategic Command (USSTRATCOM), other Army service component commands, Army air and missile defense commands, and Joint Functional Component Command for Space.

This year, USASMDC/ARSTRAT published a campaign support plan linking everything we do to USSTRATCOM and/or Department of the Army campaign objectives. The plan establishes three lines of effort across three time periods: operations (today), capability development (tomorrow), and materiel development (the day after tomorrow).

Operations (Today)

Our 1st Space Brigade, 100th Missile Defense Brigade, Army astronaut detachment, and an operations, intelligence and signal staff carry out the operations line of effort. In 2012–13, the 1st Space Brigade deployed 10 Army space support teams and commercial imagery teams to the U.S. Central Command area of responsibility, providing space-based capabilities and products for U.S., allied and host nation forces. For example, in fewer than 24 hours, a commercial imagery team produced and disseminated imagery of 70 Afghan National Security Forces checkpoints for use in analyzing the potential closure of 40 locations. This imagery was shared with Afghan forces to guide consolidation and reallocation and make them more combat-effective.

We also provide extensive support to national events. During the 2013 presidential inauguration, our Joint Friendly Force Tracking Mission Management Center monitored the status and location of security vehicles and personnel, feeding a common operational picture to U.S. Northern Command. The Massachusetts National Guard and



LTG Richard P. Formica *was commanding general of U.S. Army Space and Missile Defense Command/Army Forces Strategic Command from December 15, 2010, to August 12, 2013, when he retired after 36 years of service. His previous assignments included commanding general, Combined Security Transition Command-Afghanistan, and special assistant to the Army Chief of Staff working on missile defense-related issues. LTG Formica has master's degrees in military art and science from the Army Command and General Staff College and in national security strategy from the National War College.*

response and recovery units in West, Texas, received tra ing devices for use after the Boston bombings and an exp sion at a fertilizer distribution plant.

USASMDC/ARSTRAT participated in more than a do exercises. Army space support teams deployed to several ographical combatant commands during operational e cises and trained them in advance of real-world deployme In the space force enhancement and satellite communicati (SATCOM) mission areas, we provided training venues forward-deployed units, including the wideband satellite erations centers and division- and corps-level space supp elements. First-time participation in Ardent Sentry 13, co ducted by North American Air Defense Command/U Northern Command, enhanced U.S. Army North's role in defense support to civil authorities mission.

USASMDC/ARSTRAT provides payload control for ST COM capabilities to the warfighter and brings the la technologies into our SATCOM services. We serve com ant commanders, the U.S. military and other governm agencies through the Wideband Global SATCOM (WS constellation, Mobile User Objective System (MUOS) Global Broadcast Service.

A fourth WGS satellite entered service in August 2 With the help of our Australian partners—placing the sa lite in an East Indian Ocean orbital slot owned by Au tralia—WGS-4 meets the operational needs of U.S. Cen Command, European Command, Africa Command and cific Command. The Australians also built two unatten remote monitoring and control equipment facilities tha low wideband satellite operations centers thousand miles away in Germany and Hawaii to provide transmis sion and payload control.

Also in 2012, the first MUOS satellite was activated the U.S. Pacific Command area of responsibility. MU brings a new concept of using 3G cellular-like processin space. Taking advantage of the commercial technolo that have brought greater speeds and quality to cell pho it provides up to 10 times the capacity of the legacy syst

At the direction of USSTRATCOM, we activated an ad tional regional SATCOM support center in Colora Springs, Colo. One of four such facilities around the glo

center is focused on the worldwide missions of U.S. nsportation Command and USSTRATCOM, and the neland defense mission of U.S. Northern Command.
ne 100th Missile Defense Brigade is a force provider to und combatant commands through four AN/TPY-2 for-d-based mode radar detachments in Japan and the Mid-East. The 1st Space Brigade's joint tactical ground sta-s are located across the globe and supply assured sile warning to theater commanders and USSTRAT-M at all times.
Ve supported advances in homeland defense through in-ive testing and exercises of ground-based missile de-e interceptors and radar sensors. The U.S. Army Kwa-n Atoll/Reagan Test Site was an important participant light Test Integrated-01, the most complex missile de-e test to date, with success against multiple targets. In uary, the 100th Missile Defense Brigade took part in an rceptor flight test, an important step toward gaining ad-onal confidence in a class of interceptors deployed at Greely, Alaska. In addition, the brigade was ready and lant when North Korea threatened to launch a long-ge ballistic missile.
ver the past year, warfighters completed operational de-yment of an additional AN/TPY-2 radar, moved a Pa- unit to Turkey to support NATO, deployed a Terminal h Altitude Area Defense unit to Guam and expanded missile defense collaboration with allies. We have con-ed to implement Phase 1 of the European Phased Adap- Approach, supported operational testing of upcoming se 2 elements scheduled for 2015, and continue to ad-s the unique regional threat environments and partner-s to further homeland defense.

Capability Development (Tomorrow)

he Future Warfare Center directs our capability devel-nent line of effort to synchronize space and missile de-se efforts across the Army in doctrine, organization, ning, materiel, leadership and education, personnel, facilities (DOTMLPF).
uilding on work begun in the Army space white paper, Future Warfare Center initiated the Army space opera-s capabilities-based assessment. The assessment exam-the required space capabilities identified in the white er, links them to Army tasks, identifies capability gaps prioritizes potential solutions. The solutions under de-opment span the full range of DOTMLPF domains.
Our space and missile defense "schoolhouse" again re-ed designation as an Army Learning Institution of Ex-ence from U.S. Army Training and Doctrine Command ADOC), with a 100 percent inspection score. The oolhouse taught 200 space and global missile defense rses to more than 7,000 students this past year.
An important focus this year is carrying out the Army's ce training strategy to advance knowledge within the ny and other services about Army space and missile de-se capabilities. Space knowledge education is offered at Army schools and centers of excellence.

In 2012, we integrated space into our existing TRADOC capability manager (TCM) for missile defense to create a TCM for Space and Global Missile Defense (GMD). This gives the Army one central office to address space and GMD-related DOTMLPF issues and concerns for the warfighter and ensures complete integration, support and operational readiness of the command's space and GMD assets to meet Army and joint requirements.

In cooperation with Air Force Space Command, the Future Warfare Center developed, operationally focused and deployed the Global Visual Information System (GVIS) with the 10th Special Forces Group. This system supplies real-time situational awareness, command and control, and mission planning capabilities to small, communication-disadvantaged teams operating in austere environments.

USASMDC/ARSTRAT also provided Extended Air Defense Simulation software and technical support to a number of allied and friendly nations in the Asia-Pacific region. The system-level simulation of air, space and missile warfare activities supports theater country plan objectives and enhances national strategic focus on air and sea battle.

Materiel Development (the Day After Tomorrow)

For the materiel development line of effort, our Technical Center researches, tests and integrates space, missile defense, cyber, directed energy and related technologies, such as nanosatellites, high-energy lasers and detection of improvised explosive devices.

USASMDC/ARSTRAT is the Army's leader in developing and demonstrating high-energy laser technology to defeat battlefield weapons. We partnered with the High Energy Laser Joint Technology Office to develop a more than 100-kilowatt, solid-state laser capable of near-continuous



Leaders of the 1st Space Brigade greet soldiers and family members of a commercial imagery team en route to the U.S. Central Command (CENTCOM) area of operations. Over the last year, 10 Army space support teams and commercial imagery teams provided space-based capabilities and products to warfighters, allies and host nation forces in the CENTCOM theater.



CSM Hu Rhodes of U.S. Army North prepares to launch a Combat SkySat balloon and communications payload during a capabilities demonstration for senior enlisted leaders from several Army commands at the USASMDC/ ARSTRAT Battle Lab in Colorado Springs, Colo.

run times. The laser shot down an unmanned aerial vehicle and mortar rounds in flight. This laboratory laser is being used to conduct solid-state laser lethality experiments and to characterize laser propagation at the High Energy Laser Systems Test Facility.

The High Energy Laser Mobile Demonstrator (HEL MD) program installed a state-of-the-art beam control system on a Heavy Expanded Mobility Tactical Truck. Tests proved that HEL MD can track mortar rounds in realistic raid scenarios, place and hold a laser beam on target, quickly move to another location, and repeat this capability. Using an interface familiar to warfighters, a laser weapon platform will require a team of only two soldiers when deployed. High-energy laser weapon systems will provide a low-cost solution to counter unmanned aircraft systems, rockets, artillery and mortars, and will be an effective part of a layered cruise missile defense.

An SMDC-Operational Nanosatellite Effects cube satellite that launched in September 2012 conducted voice communications for the first time using military radios and a cube satellite relay. The nanosatellite was modified so ground stations can communicate using military FM radios in analog and voice. The goal is that any two users can talk to each other within the satellite's footprint of approximately 1,360 miles, or almost half the surface of the contiguous United States.

Our Technical Center had three programs approved for joint capabilities technology demonstration (JCTD)—SMDC Nanosatellite Program, Kestrel Eye and Soldier-Warfighter Operationally Responsive Deployer for Space (SWORDS)—to demonstrate the ability to provide responsive, inexpensive, space-based capabilities to the warfighter. These JCTDs will examine programs to enhance communications; intelligence, surveillance, and reconnaissance; and low-cost launch, respectively. It is important that we look at these JCTDs across all three of our lines of effort in reverse order—materiel development, capability development and operations—and how to develop them, integrate them into the DOTMLPF and employ them in operations.

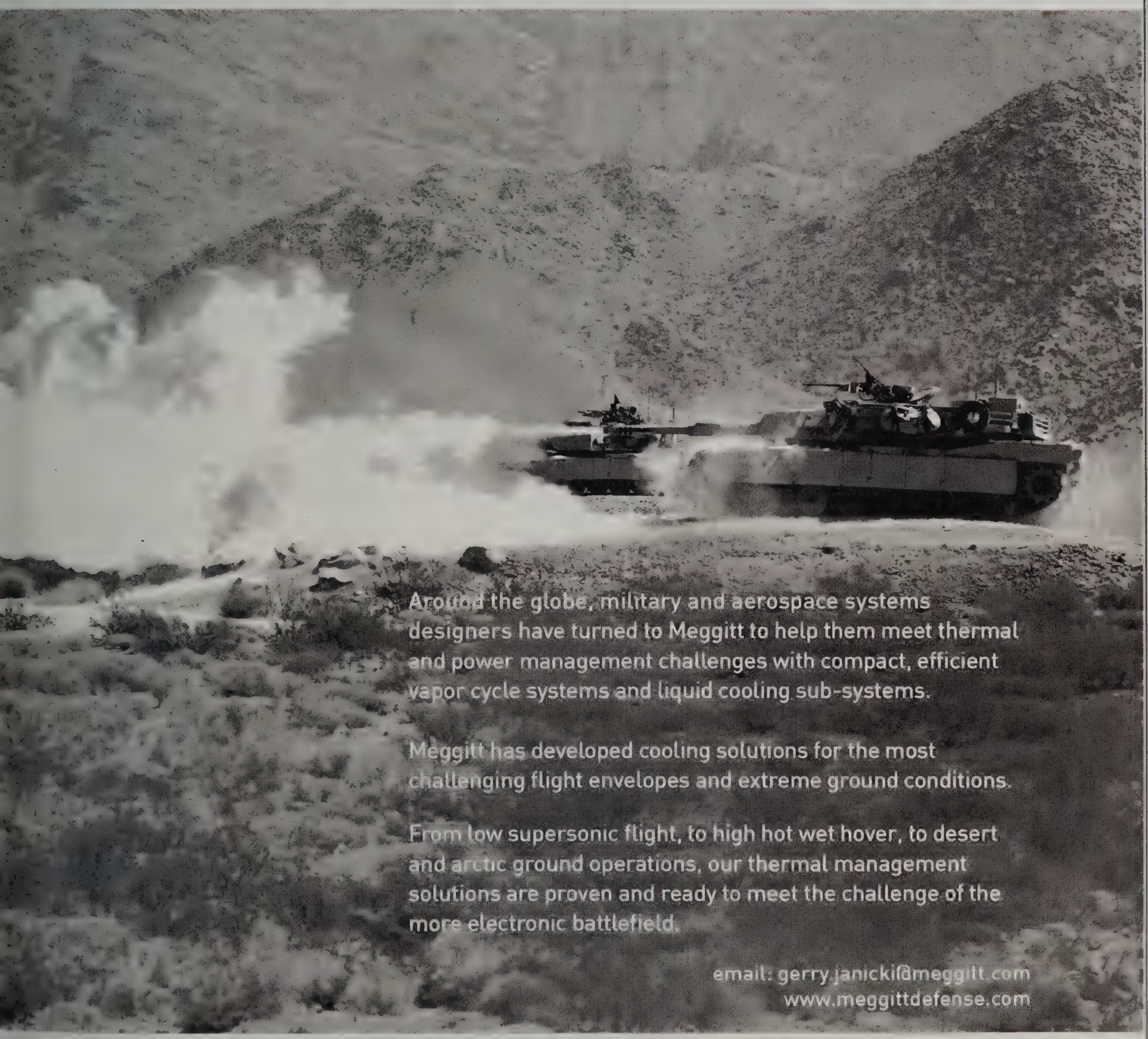
Goals

As productive as 2012 was, 2013 is proving even more
Important initiatives include:

- Continue to provide trained and ready space and m
sile defense forces and capabilities to the warfighter and
nation.
- Deploy a second AN/TPY-2 radar within the U.S.
cific Command area of responsibility. In addition to m
ning the radar, we will ensure its complete DOTMLPF in
gration, support and operational readiness.
- Support on-orbit verification and validation of t
WGS satellites and the second MUOS launched in 20
These steps are the final milestone before declaring the sa
lites operational and are required to accurately model a
plan for what the satellite payload can do to handle
ground terminals, from the most disadvantaged (individ
users) to the most powerful (ground stations and telepor
- Modernize state-of-the-art wideband SATCOM ope
tions centers for payload management of the high-capa
WGS constellation. Fort Meade, Md., is the next locat
slated to have a new facility.
- Complete development of next-generation GVIS ca
bility in coordination with U.S. Army Special Operati
Command and demonstrate it in field exercises.
- Continue developing high-energy laser weapons f
variety of missions with high mobility, precision target g
speed of light delivery, multi-mission capability, deep m
azines, and very low cost per kill.
- Demonstrate Kestrel Eye technology in orbit.
- Complete a suborbital launch of SWORDS.
- Plan a second flight test of the Advanced Hypers
Weapon, longer than the successful 2011 flight test and a
demonstrating the tremendous potential of this technol
in the DoD's Conventional Prompt Global Strike program
- Continue to pursue a technology effort to develo
suite of low-cost targets for the Patriot testing progr
The intent is to design threat-representative targets
substantially reduced cost for short-range ballistic mis
testing.
- Conduct analyses that address Army and comm
requirements in the area of space superiority.
- Expand the Future Warfare Center Simulation C
ter's capabilities to become a premier modeling and si
lation/analysis experimentation facility for ground-ba
missile defense war games, tests and experiments.
- Ensure that a culture is in place at every level of
organization that does not tolerate sexual harassmen
sexual assault.

USASMDC/ARSTRAT is actively engaged across
Army to organize, staff, equip and train our Army's sp
and missile defense forces. Space and missile defense ca
bilities enable the Army to conduct unified land operati
in support of the joint force and the nation. We know
it's the soldiers, sailors, airmen, marines and civilians
develop, deploy and operate our space and missile defe
systems who are the heart of our space and missile defe
capabilities.

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Meeting the Needs of the Army, The Joint Force and the Nation

By LTG Thomas P. Bostick
U.S. Army Chief of Engineers
and
Commanding General,
U.S. Army Corps of Engineers

Since assuming duty as the 53rd chief of engineers and commanding general of the U.S. Army Corps of Engineers (USACE), I have worked vigorously to ensure that USACE and the entire Engineer Regiment meet the needs of the Army, the joint force and the nation.

Today, we're incorporating what we've learned from more than 10 years of war into the Engineer Regiment of the future—training, equipping, leading and fielding the world's best and most versatile military engineers.



Our engineer force is the critical enabler in theater and in every operation we support. Through the Engineer Regiment, we are further integrating engineers into the Army's brigade combat teams (BCT). The shift to asym-



SPC Samuel Michlovsky mounts a weapon to the turret of an MRAP in support of a mission with the U.S. Army Corps of Engineers (USACE) at Kandahar Airfield, Afghanistan.

metric warfare and concurrent offense/defense/stability operations has necessitated a marriage between combat engineering and civil engineering as part of the BCT structure.

At the BCT level, engineer battalions will provide full spectrum engineering capabilities, including route clearance, horizontal construction, gap crossing and breaching. The formation of an engineer headquarters in each BCT will enhance engineer support and planning at the operational level.

Other initiatives include revamping engineer doctrine in 2015 and strengthening the regiment's connection to the intelligence community. The U.S. Army Engineer School and Regiment have signed an updated memorandum of understanding with the U.S. Army Intelligence Center, Fort Huachuca, Ariz., to analyze and layer all applicable intelligence and maneuver information on a standard, sharable geospatial platform.

One of our main endeavors this year has been to refresh our campaign plan, which succinctly defines the four enduring goals that guide our organization: support the warfighter, transform civil works, reduce disaster risk and prepare for tomorrow.

Support the Warfighter

As a global force, USACE supports our joint, interagency and international partners in more than 130 countries. Using our experience and expertise, we deliver innovative, holistic and sustainable engineering solutions to combatant commands, federal agencies and other nations. For example:

■ In collaboration with the U.N. Educational, Scientific and Cultural Organization and the World Water Council, we helped develop water resources in Asia, the Middle East, Africa and Latin America.

■ For U.S. Southern Command, we partnered w
Brazilian officials to develop their engineering and disa
response, navigation, and dam safety capabilities.

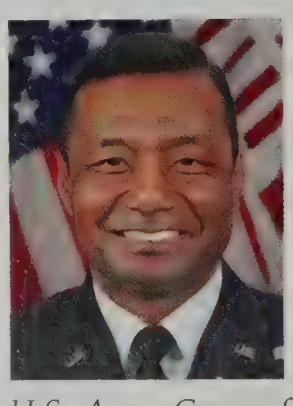
■ For U.S. Africa Command, we're providing $12 mill
in water and sanitation design for Zambia and develop
a $1.2 million Peacekeeping Operations Training Cente
Senegal for the U.S. Department of State's Africa Con
gency Operations Training & Assistance.

■ We also assisted the U.S. Agency for International
velopment with a $40 million, three-year projecti
Bangladesh to build 100 multipurpose cyclone shelter
schools.

USACE's most critical overseas contingency operati
support remains our capacity development missio
Afghanistan. To date, we have completed more than $8 b
lion in construction projects with another $2.8 billion
maining. Our projects have included building wastew
treatment plants and Afghan police and army facilities
curity upgrades to existing facilities; rebuilding and enha
ing power distribution systems; and rebuilding dam an
rigation systems. These projects have promoted security
stability by improving the quality of life for the Afghan p
ple. We provide on-the-job training, teaching Afghans to
erate, maintain and develop new construction.

USACE, as one of two design and construction agents
DoD, oversees military construction for the Army, U.S.
Force and several defense agencies. At home and abr
we are spending $4 billion on health-care facilities and h
partnered with the Department of Defense Education
tivity (DoDEA) to develop 106 school projects valued at
billion. We provide world-class services and facilities
our uniformed and civilian personnel and their fa
members, contributing to their success in protecting ou
tion and providing security assistance to our partners.

USACE also provides life-cycle support such as ma
planning; real estate; sustainment, restoration and mod
ization; base operations support; operations and mai
nance; and disposal. We incorporate energy efficiency, s
rity and sustainability into engineering solutions for
customers in three primary areas: consumption, which



***LTG Thomas P. Bostick** is the U.S. Army Chief of Engineers and commanding general of the U.S. Army Corps of Engineers. Previously, he served as the deputy chief of staff, G-1, and as special assistant to the Chief of Staff of the Army. He has also served as commanding general, U.S. Army Recruiting Command, Fort Knox, Ky., and director of military programs, U.S. Army Corps of Engineers, with duty as commander, Gulf Region Division, Operation Iraqi Freedom, Iraq. A graduate of the U.S. Military Academy, LTG Bostick has master's degrees in civil and mechanical engineering from Stanford University.*

sses behavior; conservation, which addresses facility de-
)pment; and renewable services, which reduce energy de-
nd.

)ur world-class hospitals, schools and other facilities on
allations and in communities around the world are built
neet or exceed the Leadership in Energy and Environ-
ntal Design (LEED) Silver standards. At Fort Carson,
o., USACE has built 22 LEED Silver facilities. USACE, in
tnership with the Army, is implementing 17 "net-zero"
)t tests to help installations consume only as much en-
y or water as they produce on site. Fort Hunter Liggett,
if., in addition to being a net-zero pilot project, is also
rking to become one of the first net-zero installations to
uce and reuse waste streams.

Transform Civil Works

While USACE's support to the warfighter is vital to na-
nal defense, our civil works program is equally impor-
t, providing great value to the nation and supporting
national security and stability.

The water resources we manage (replacement value
re than $251 billion) generate jobs, facilitate imports and
orts, and contribute to a better economy, environment
quality of life for all Americans. Our waterborne infra-
ucture—locks, dams, ports and waterways—helps move
ical military equipment and supplies for our forces at
ne and abroad.

n addition, we are the nation's largest provider of out-
)r recreation, with more than 370 million visits to our
reation areas annually. Visitors spend some $16 billion,
ich supports 270,000 jobs. We are also the largest owner
operator of hydroelectric plants in the United States,
ducing 25 percent of the nation's hydropower—about 3
cent of the nation's total electric capacity. Our regulatory
gram protects the nation's aquatic
)urces while allowing effective eco-
mic development. Our navigation
)gram is responsible for annually
ving more than 2.3 billion tons of
go, valued at more than $1.6 trillion.

We are transforming civil works, en-
ncing the budget process, modern-
ng the planning process, and im-
)ving methods of delivery and our
nagement of infrastructure. The US-
E civil works infrastructure strategy
l evaluate assets in terms of their
ue to the nation, their current per-
mance in meeting project purposes,
d how watershed or system de-
nds have evolved over time.

Civil works transformation is among
most important endeavors in US-
E history. It will set a clear direction
the USACE civil works program to
pe a sustainable portfolio of water
)urces infrastructure for the future.

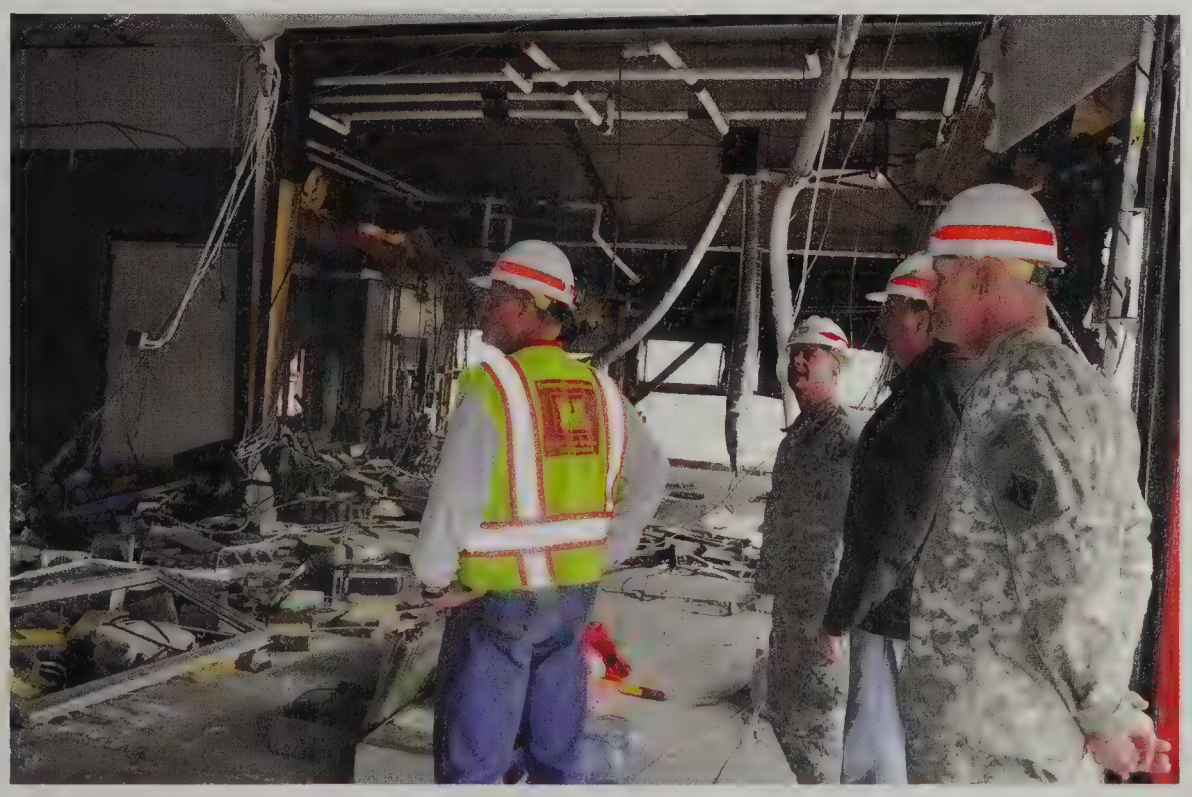
Reduce Disaster Risk

Every year, USACE works to reduce disaster risk. In the event of a man-made or natural disaster, we respond as the federal government's lead public works and engineering support agency to coordinate long-term infrastructure recovery.

Reducing disaster risk is something USACE does every day, from routine maintenance on locks and dams to levee inspections, screenings and assessments; from designing and building flood risk reduction systems to modeling and simulation work. For example, during the 2011 floods along the Mississippi and Missouri rivers, our flood risk reduction systems prevented about $238 billion in damages.

USACE is also part of the unified national response to disasters and emergencies, deploying hundreds of people to provide technical engineering expertise and promoting capacity development at home and abroad. More than 40 trained planning and response teams are ready to respond to any emergency and work with military and federal partner agencies.

Since I assumed command of USACE, we have faced multiple disasters—hurricanes, floods, tornadoes and persistent drought. Hurricane Isaac, which struck the Gulf Coast in 2012, was the first test of New Orleans' $14 billion Hurricane and Storm Damage Risk Reduction System. It passed with flying colors. When Hurricane Sandy traveled up the Atlantic Coast and slammed New York and New Jersey last October, USACE was part of the federal, state and local team response. USACE provided 54 megawatts of electricity to New York and New Jersey through 211 emergency generators, powering hospitals, nursing homes, police and fire stations, schools, and vital transportation systems. We also worked with experts from the U.S. Navy, U.S. Coast Guard and the city and state of New York to re-



USACE senior leaders assess the damage to Caven Point Marine Terminal, the base of the New York District's marine operations, after Hurricane Sandy struck the East Coast last October. Despite the destruction, New York District personnel continued to support safe navigation and cleanup efforts.



Students in a television and radio production class at Alexander M. Patch High School in Stuttgart, Germany, interview LTG Thomas P. Bostick, USACE commanding general and 53rd Chief of Engineers. USACE partners with the DoD Education Activity to prepare military children for college and careers.

move more than 475 million gallons of water from tunnels in the city, and we helped reopen the Port of New York and New Jersey. By May, our contractors had removed more than 857,000 cubic yards of debris. USACE personnel remained in those two states to restore beaches for the summer season.

We also supported FEMA Region VI disaster response in Moore, Okla., following the May tornado that damaged more than 3,000 homes and two schools. USACE deployed liaison and debris management experts to provide technical assistance to state and local officials.

The Midwest drought also made headlines, especially when low water jeopardized commercial navigation on the Mississippi River. USACE worked to mitigate the drought's effects, maintain navigation channels and ensure the flow of waterborne commerce by performing channel dredging, conducting surveys and channel patrols, maintaining river control structures, and managing water releases from USACE reservoirs.

Prepare for Tomorrow

USACE is preparing for the future by focusing on people, technology, process and strategic engagement. To remain vital to the nation, we must continue to be innovative and provide services that meet and surpass the expectations of our customers and stakeholders.

The USACE mission is to deliver vital engineering solutions in collaboration with our partners, to secure our nation, energize our economy, and reduce our risk from disaster. This requires innovation, forward thinking and advancing critical technologies through science and technology development, management of knowle and technology transfer.

At the Engineer Research a Development Center and Ar Geospatial Center, we are pur ing technologies that support Army through research and de opment. Each day, warfighters equipment and technology de oped in our labs to accomp their missions.

With the fast pace of commun tion, we continuously engage w customers, stakeholders and public. We have made a concer effort to communicate strategic through social media, the Inter and in person. A top priority i ensure that we continue deliver an outstanding product to c tomers on time and within bud We are studying our processe determine where we can stream and improve them. For exampl cross-functional team is study our metrics to develop indica that alert us to potential issues so we can resolve th quickly and ensure that a project stays on track.

None of the above can be accomplished without our di cated soldiers and civilians, many of whom work in scie technology, engineering and math (STEM) fields. United States expects 2.8 million job openings in these fi by 2020. To meet this need, the nation needs to increase number of STEM college graduates by about 1 million. fortunately, only six out of 100 ninth graders are likel earn a degree in one of those fields. It is vital that USAC a leader in solving our nation's STEM challenge to en that we have a pipeline of talent in the future. We hav aggressive national outreach and recruitment program focuses on recruiting engineers and military veterans cluding wounded warriors.

USACE also has partnerships that provide a pipelin the best and brightest. We do this by strategic and gr roots outreach to students from elementary school thro college and by partnering with government, academic community leaders. In May, I signed a partnership with DoDEA. A team of USACE engineers and DoDEA ed tors will develop a curriculum for students to work STEM project that directly links to work done in USA Student competition will be built into this curriculum, a look forward to recognizing the winners.

* * *

It has been an engaging year for me as Chief of E neers. I cannot think of a more exciting opportunity to port our troops and our nation than through the ter work of our Engineer Regiment and the U.S. Army C of Engineers.

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Preparing Our Force For the Future

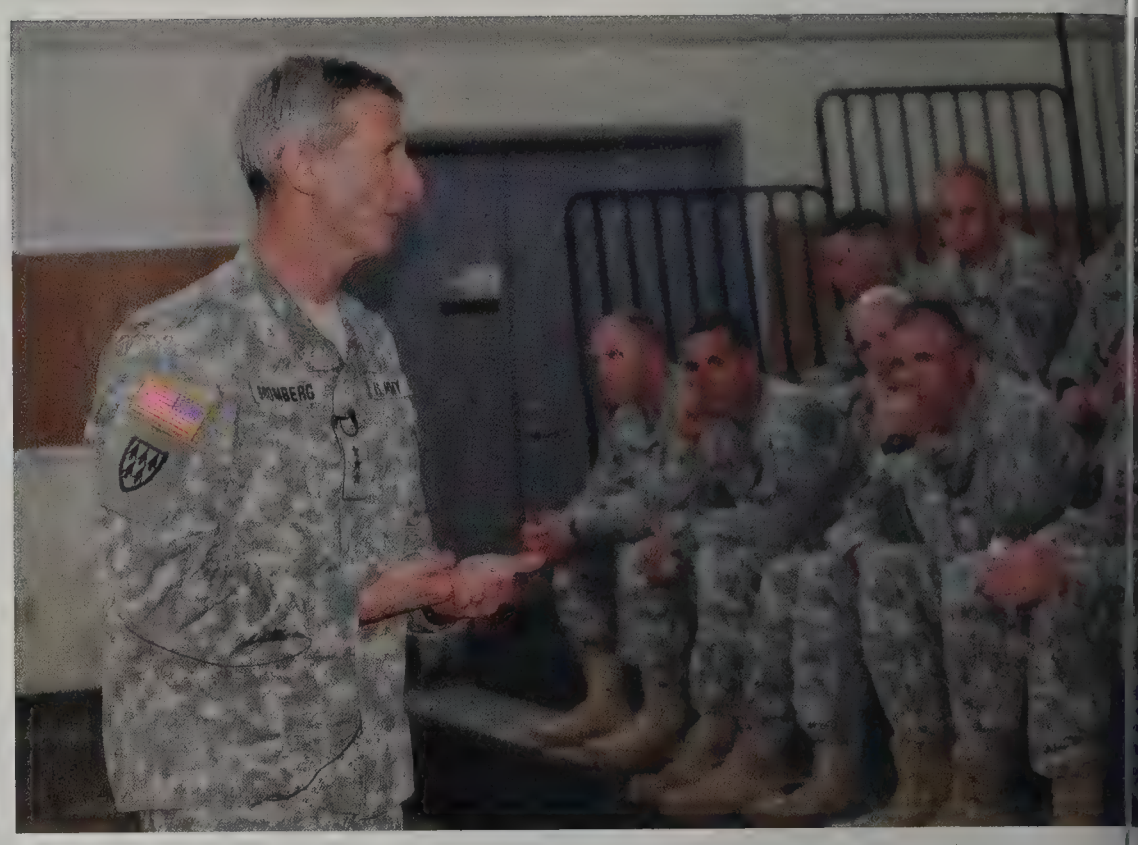
y LTG Howard B. Bromberg
Deputy Chief of Staff, G-1

This past summer, we celebrated the 40th anniversary of the all-volunteer Army. We are extremely proud of the talented men and women who choose to serve our country. These soldiers put the security of our nation first. Your Army G-1 team remains steadfast in its commitment to a ready and resilient all-volunteer force of soldiers, civilians and their families.

Transitioning to a Smaller Army

Over the next five years, the Army will undergo the largest organizational change of the last 20 years. We will execute this drawdown in a strategic and deliberate manner. The Army is committed to ensuring that soldiers have the support they need and deserve before transitioning from the





LTG Howard B. Bromberg, deputy chief of staff, G-1, visited Joint Base Lewis-McChord, Wash., last spring to discuss the Army's Ready and Resilient Campaign with battalion and brigade commanders. The campaign is designed to build physical, emotional and psychological resilience in soldiers, their families and Army civilians.

active Army and entering the reserve component and/or the civilian workforce. With thousands of soldiers possessing diverse skills and scheduled to depart over the next few years, the nation has a motivated, disciplined and work-ready force to employ. The redesigned Transition Assistance Program, entitled Transition GPS (Goals, Plans, Succeed), will assist our soldiers in understanding—and communicating to employers—the skills and experience they bring to the private sector. The Army will provide the assistance, curriculum, training, skills and tools so our soldiers for life remain Army strong and instill their values, ethos and leadership within their communities.

While the Army will be smaller, we must continue to retain the right mix of talent and skills to carry out our mission. We will continue our commitment to advanced civilian education and broader opportunities for our officer corps. We recognize that these programs provide our officers unique experiences that help develop their strategic thinking skills, which are critical as we become a leaner force positioned against a diverse array of threats.

Career advancement for officers will remain grounded with solid development of core leadership skills, followed by a balanced mix of troop time, continued civilian education, institutional positions and important developmental jobs across the career spectrum. Opportunities such as congressional fellowships, Reserve Officers' Training Corps positions and training with private sector industry partners will help our officer corps build the skills necessary to function at operational and strategic levels.

The professional development of noncommissioned officers will produce competent and committed leaders of character for the 21st-century total force Army. We will e velop NCO leader competencies through training, ed tion and experiences, coupled with lifelong learning. process will require a deliberate, continuous, sequen and progressive relationship between the NCO educa system and promotions.

Even as our Army gets smaller, we are committe keeping our profession as the top choice for bright, fit, tivated young men and women who seek a challeng and rewarding career that demands and delivers the p lic's trust in our nation.

Changes to the OER

By next spring, the Army will assess its officers usi new evaluation system designed to strengthen rater acco ability and emphasize an individual's leadership poten The new Officer Evaluation Report (OER) is synchron with current leadership doctrine and reflects the Ar foundational leadership attributes and competencies.

One important change to the OER is the emphasis clear delineation of the responsibilities of raters and se raters. Raters will assess the performance of an office evaluating his or her character; "presence," which incl professional conduct; intellect; leadership ability; abili develop subordinates; and ability to achieve the mission nior raters will assess the potential of officers for promo command and key billet assignments, and professiona velopment opportunities. In addition to increasing acco ability within the rating chain, these changes will better us identify and manage the Army's top talent.

Soldier 2020

The Army's Soldier 2020 campaign reflects our com ment to ensure that the Army has the most qualified ind uals. In this effort, U.S. Army Training and Doctrine C mand is validating occupational standards, focusing fir occupations that have been closed to women based on



LTG Howard B. Bromberg *is the deputy chief of staff, G-1. Previously, he served as the deputy commanding general/Chief of Staff, U.S. Army Forces Command, and as senior commander, Fort Bliss, Texas. He also served as commanding general, 32nd Army Air Missile Defense Command, while serving in Operation Enduring Freedom, Operation Iraqi Freedom, Saudi Arabia, Kuwait and Iraq. A graduate of University of California at Davis, LTG Bromberg has a bachelor's degree in agricultural economics and management.*

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SFC Tommica Hewlett (left) and SFC Misty Cady, brigade sexual harassment/assault response and prevention representatives with the 1st Cavalry Division, prepare to start training individuals at Fort Hood, Texas, on how society's perceptions as well as derogatory words used to describe either gender can lead to sexual assault.

Direct Ground Combat Definition and Assignment Rule.

Our goal with Soldier 2020 is to integrate women into positions and units as expeditiously as possible while maintaining appropriate standards, providing opportunity for success and ensuring that readiness is never compromised. As we continue this process, we may require adjustments to our recruiting efforts, assignment processes and personnel policies. As women are assigned to units that were previously unavailable to them, we will continually assess trends and indicators to ensure readiness.

The Army of the future will require more mental agility, teamwork and resilience from all soldiers. The Soldier 2020 plan reflects our effort to ensure we maintain the world's premier landpower, ready and capable to defend our great nation at home and abroad.

Taking Care of People

As the Army works to increase both its capability and performance, we recognize that we must continue to build resilience in our total force. We have a historic opportunity to understand the lessons of the last 12 years and make our force even stronger. The Ready and Resilient Campaign (R2C) addresses the challenges that stress the force, and it integrates and synchronizes the multiple efforts and programs designed to improve the readiness and resilience of soldiers, civilians and their families. This campaign will also guide the Army's efforts to reinforce the Army profession.

The R2C is a far-reaching, comprehensive plan that integrates and synchronizes Army programs that focus on improving physical, psychological and emotional health. The goal of R2C is to ensure that individuals understand and have access to effective programs and feel empowered to seek help if and when they need it, free from any stigmas or barriers.

The success of the R2C initiative depends on commanders and leaders at all levels who emphasize the campaign's importance to sustaining Army readiness. Every leader must fully support improving our readiness by incorporating resilience training into all educational and professional development programs.

Also linked to readiness is our commitment to combating sexual assault and sexual harassment within the ranks. Our sexual harassment/assault response and prevention (SHARP) program addresses five areas of grave concern: preventing offenders from committing sexual crimes; in tigating and taking appropriate action with every allegat creating a climate where an individual is not afraid of re ation or stigma; ensuring that individuals, units and, n importantly, commanders, understand their responsibili and ensuring that the chain of command is fully enga and at the center of any solution to combat sexual ass and harassment.

While there is much to be done, we see positive ind tors in the increase in propensity to report sexual assa Furthermore, as a result of increased education, redu stigma, and continued commander and leader emph we are creating a change in culture that will have las positive results. Success will depend upon committed engaged leaders who understand that we must create maintain a climate that respects and values the dignit every soldier, civilian and family member.

As we work together to combat sexual harassment assault, we seek candid feedback from soldiers and lea in the field to help senior Army leadership better un stand what goes on in formations. This effort will a leaders in restoring people's confidence by improving countability and ensuring we have set the conditions every soldier to reach his or her full potential. In the future, the G-1 will publish a guidebook for comman that will serve as a comprehensive source of informa on SHARP resources. We can and will do better.

For more than 40 years, our all-volunteer force has the interests of our nation before its own, and it is the c mitment of the great soldiers, civilians and family mem that has made our Army strong. As we work to pres the all-volunteer force, we are reminded of the tremen amount of resources and deliberate planning that were quired to develop and preserve our Army. People are Army, and our enduring priority is an unwavering com ment to the policies and programs that honor the tre dous service of all our soldiers, civilians and families.



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Army Intelligence Modernizing in Support Of a Regionally Aligned Army

By LTG Mary A. Legere
Deputy Chief of Staff, G-2

In the coming decade, despite our best efforts, there remains a high likelihood that our nation will again find itself engaged in armed conflict. In an era of uncertainty, the demand for scalable, mission-tailored and regionally responsive forces will remain. Responding to these realities and the imperatives of the national security strategy, the Army is regionally aligning its corps and divisions to provide tailored forces to respond to combatant commanders' requirements for operational missions, exercises and security cooperation activities around the globe, while also ensuring that the Army can fight and win our nation's wars.



While we remain committed to supporting our soldiers and commanders in this year of transition



Unmanned aerial vehicle operators from the 66th Military Intelligence Company, 3rd Squadron, 3rd Armored Cavalry Regiment, based at Fort Hood, Texas, assemble a ground data terminal antenna. The antenna provides data links between the ground control station and aerial vehicles.

in Afghanistan, we are also aggressively and innovatively preparing our Army Intelligence Corps to support a globally engaged, regionally aligned Army. We are investing in technologies, force structure and training programs to ensure that we have the capabilities and depth required to support Army warfighters at every echelon, wherever our forces are employed. Throughout the coming year, we will focus on a number of critical Army Intelligence 2020 initiatives to provide the best possible intelligence force and enable decisive action—now and into the future.

The most significant aspects of our modernization efforts include:

■ *Distributed Common Ground System-Army (DCGS-A) global fielding*. Having received a full deployment decision, DCGS-A is moving ahead, stabilizing its software baseline and introducing a number of soldier-inspired, ease-of-use features. As these initiatives come online, regionally aligned forces (RAF), special operations groups and theater intelligence units around the world will enjoy improved interoperability. This will simplify their transition into unique regional architectures and set conditions for streamlined integration. At the same time, DCGS-A will continue its collaborative efforts with an expansive community of interest on the migration to the intelligence community's information technology enterprise, execute a disciplined roll-out throughout the fiscal year and expose select users to these capabilities as this critical national effort matures.

■ *Transforming the Army's aerial intelligence, surveillance and reconnaissance (ISR) fleet*. Having determined the composition of our Army's ISR fleet, the U.S. Army Intelligence and Security Command (INSCOM) will move forward to create the Army's first aerial intelligence brigade. The brigade will feature a modest but modernized fleet of multi-intelligence platforms and sensors to support Army and global ISR requirements, with consolidated processing, exploitation and dissemination that will support combatant commands and RAF around the globe in an efficient manner. Joint detachments are planned as part of this transformation and will increase the synergy among Army, U.S. Air Force and special operations forces exploitation cells to streamline joint ISR planning and execution in support of our warfighters.

■ *Driving the build-out of the Army's cyber force*. The build-out of INSCOM's 780th Military Intelligence (MI) Brigade is well under way. The effort includes the stand-up of the 782nd MI Battalion and U.S. Army Network Enterprise Technology Command's 7th Cyber Mission Unit. The Army's Intelligence, Signal and Mission Command Centers of Excellence will continue to work together to accelerate the expansion of these critical capabilities, specialties and organizations, even as our forces continue to execute daily operations in support of U.S. Army Cyber Command.

■ *Other modernization initiatives to improve intelligence integration*. In addition, the Army Intelligence Corps will introduce a number of force structure enhancements aimed at improving each theater's aligned intelligence organizations while improving the flexibility and agility of the national forces that work with them. In the coming year, we will improve the theaters' military intelligence capabilities and begin to reorganize the MI brigades at the corps level. In addition, INSCOM, the U.S. Army Reserve Command and the Army National Guard G-2 are teaming to develop the optimal solutions for a multicomponent counterintelligence and human intelligence command. They are also working on how best to introduce critical insider thr



LTG Mary A. Legere *is the deputy chief of staff, G-2. She previously served as the commanding general, U.S. Army Intelligence and Security Command, Fort Belvoir, Va., and the deputy chief of staff, Intelligence, Multi-National Force-Iraq. LTG Legere has commanded at all levels, including the 501st Military Intelligence Brigade, Eighth U.S. Army, Korea; the 312th Military Intelligence Battalion, 1st Cavalry Division, Fort Hood, Texas; and Operation Joint Forge, Bosnia-Herzegovina. LTG Legere is a graduate of the University of New Hampshire and the Army War College.*



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The Quint Networking Technology wireless antenna ground system (left) and the Tactical-Intelligence Ground System (right) are elements in the Distributed Common Ground System-Army (DCGS-A), which allows joint intelligence sharing. DCGS-A is a significant part of Army intelligence's modernization efforts.

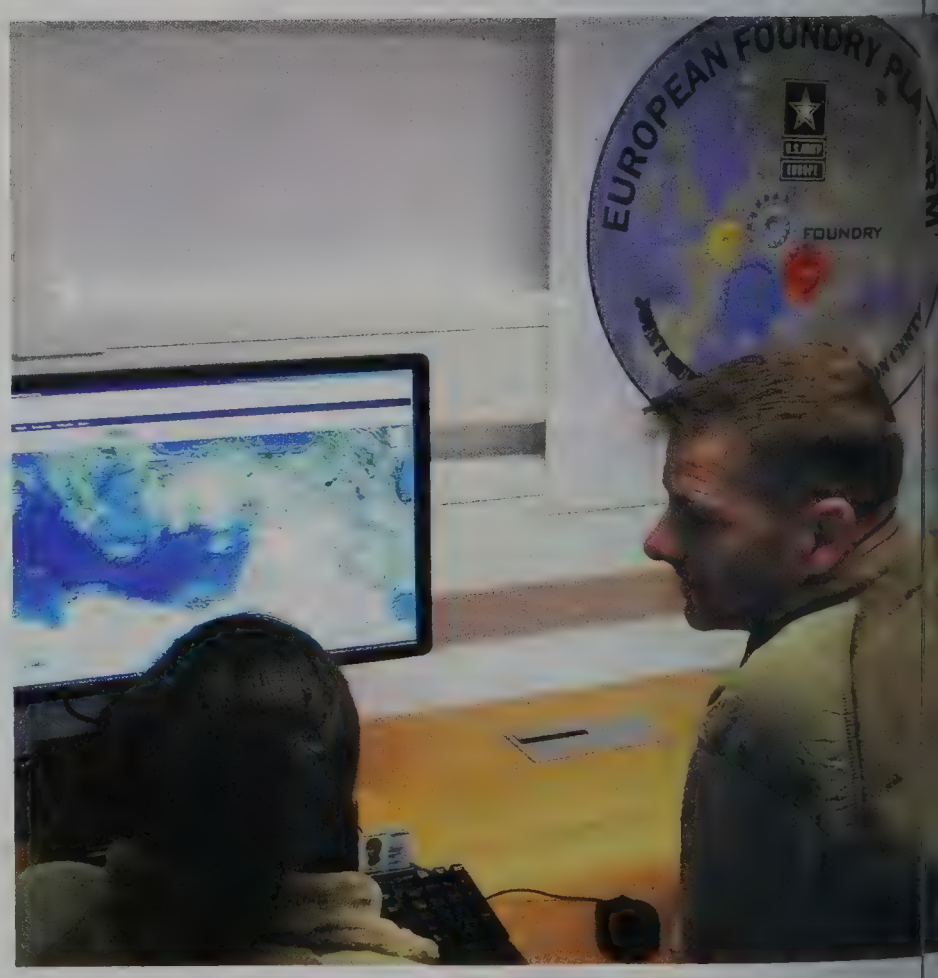
and security resilience capabilities. While required force structure reductions will likely temper the scale and pace of our efforts, the Army Intelligence Corps will continue to focus on building fully integrated organizations that maximize multi-intelligence synergies that will, when complete, greatly enhance the support we provide to joint and Army formations around the world.

The Army's Foundry Program

Beyond the aforementioned initiatives, there are a number of training programs that are enabling RAF. Of these, none is more important than the Army Foundry Intelligence Training Program, with its two primary objectives of "no cold starts" and "no MI soldier at rest." The program is expanding to better serve the global requirements of a regionally aligned Army.

Initiated to address a number of severe intelligence shortfalls in the early years of conflict in Afghanistan and Iraq, the Army G-2 and INSCOM created the Foundry program in 2010 to ensure that deploying Army Intelligence units and soldiers did not arrive into combat without specific target and technical immersion on the missions they would execute. Foundry has trained more than 100,000 soldiers and has been credited with increasing the technical and target competence of our Intelligence Corps at every level, particularly in our tactical formations. Now accepted as a fundamental enabler to Army readiness, the Foundry program continues to mature.

In the past three years, as dema
for highly trained, regionally focu
intelligence specialists have increa
Foundry has expanded from a prog
focused primarily on predeploym
certification for forces deploying
the U.S. Central Command area o
sponsibility to one that focuses on
daily sustainment and expansio
intelligence skills and expertise
global scale. An example of this
pansion is intelligence readiness op
tions capability (IROC), which bu
on the idea of "no cold starts"
the added challenge of "no MI sol
at rest." Formally introduced as
of Foundry in 2010, IROC challe
Army leaders to keep their intellig
soldiers at every level immersed
engaged daily on live environmen
telligence missions in order to pres
their highly perishable technical s
Immersion in live environment in
gence is not new for thousands o
MI soldiers working in theater
gional or special operations orga
tions, but IROC expands that approach to sustaining e
tise and experience into our tactical formations. Kee
"no MI soldier at rest" at every echelon will ensure tha
theater, corps and division commanders are supporte
MI warriors who maintain their tactical readiness and i
ligence professional expertise. As our MI soldiers ma
their tasks, they will also use IROC opportunities to f
their technical, language and regional expertise.



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The intelligence readiness operations capability (IROC) concept allows military intelligence soldiers to stay current on the latest technology while they support in-country requests from deployed forces. In IROC training, military intelligence soldiers come together in a live environment and gain valuable experience that increases their unit's readiness.

Fortunately, we have commanders and G-2s at every level who understand IROC and are actively embracing it. With the advent of RAF, we have seen commanders at all levels sponsoring pilots, integrating IROC into their training guidance and encouraging their soldiers to be daily involved in the most relevant intelligence work. A few best-practice examples help illustrate the IROC concept and how it contributes to readiness while supporting RAF:

■ *25th Infantry Division*. With the assistance of the J-2, U.S. Forces Korea, the 25th Infantry Division deployed tactical analysts to the theater's Combined Intelligence Operations Center, exposing soldiers to the most gifted North Korean experts and to the theater's combined intelligence procedures. This experience followed the soldiers back to home station, where they have maintained the collaborative interaction with our intelligence enterprise that will support them in the event of crisis or contingency.

■ *Army service component command (ASCC) G-2*. With the assistance of a forward-leaning ASCC G-2 and the cooperation of a defense attaché, a live environment training opportunity was created to allow a tactical human intelligence soldier to conduct strategic briefings in a multi-agency operating environment. The program's first participant conducted 30 debriefings in 45 days, gaining rare experience for a tactical soldier outside declared war zones.

■ *2nd Armored Cavalry Regiment IROC*. Deploying to Operation Enduring Freedom under a force cap and restricted in the number of intelligence personnel who could go forward, the 2nd Armored Cavalry Regiment established a reach-back center at the European Foundry site, with their home station soldiers providing support around the clock and producing detailed target packages on a daily basis. In a practice now embraced by the 4th Infantry, the 101st Airborne (Air Assault) and the 82nd Airborne d sions, soldiers engaged in similar IROC ope tions gain invaluable experience while ensur the highest quality of support to their tea mates in the fight.

■ *U.S. Army Europe multinational IROC*. In effort to expand meaningful intelligence p nerships, the U.S. Army Europe G-2 is establi ing the Army's first multinational IROC site Europe. Tied in with the G-2 Combined Inte gence Center, the 66th MI Brigade, the Eu pean Cryptologic Center and the DCGS-A "t ater brain," or network of computers, a outfitted with all NATO and coalition netwo the multinational IROC will conduct reach op ations into the Balkans, Eastern Europe a North Africa. The multinational IROC will p vide participating nations with an opportun to build trust, solidify intelligence sharing a foreign disclosure procedures, and work co bined intelligence while tying in with U.S.-ba Army forces regionally aligned with U.S. Eu pean Command and U.S. Africa Command.

■ *XVIII Airborne Corps (ABC) DCGS-A gl communications exercise*. In a recent joint operational acc exercise, the MI paratroopers of the XVIII ABC dem strated their prowess on DCGS-A by connecting their s tems to the 66th MI Brigade theater brain in Germa while using the enterprise to federate analysis across mu tiple centers. While there were many lessons learned, XVIII ABC G-2's ability to generate a distributed the common operating picture, to achieve network burn and to provide tactics, techniques and procedures for o DCGS-A users in an austere environment was outstand Such efforts are indicative of the corps' commitmen training the intelligence enterprise.

* * *

In spite of the many challenges we face and all the un tainty ahead, it is an exciting time to be an Army Intellig professional and to be part of the most talented and inn tive corps our Army has produced. Building on the mas attained from more than a decade of continuous operati we are working to translate what we have learned meaningful, innovative approaches to provide the best port to our soldiers and commanders around the globe.

Through advanced technology and innovative organ tional structures, we will find new ways to increase i gration and reduce uncertainty. Through Foundry 2.0 IROC, we will forever change the way our soldiers trained and employed each day, keeping them in the f with their minds on the mission, proactively and exp supporting their fellow soldiers around the world. We well on our way to the future we envision—building intelligence force that our Army requires, capable of abling decisions for current and future contingencies, supporting a globally engaged, regionally aligned and sponsive Army for years to come.

Shaping the 'Total Army Future Force'

By LTG James L. Huggins Jr.
Deputy Chief of Staff, G-3/5/7

Credible and capable strategic landpower is fundamental to preventing conflict, shaping the environment and winning the nation's wars. Today's Army, the best-equipped, best-trained and best-led fighting force in the world, provides landpower to the joint force and maintains a robust global presence with more than 160,000 soldiers deployed or forward stationed in nearly 150 countries. These soldiers conduct a range of partner engagement and capacity building activities overseas as well as within the United States in support of civil authorities.



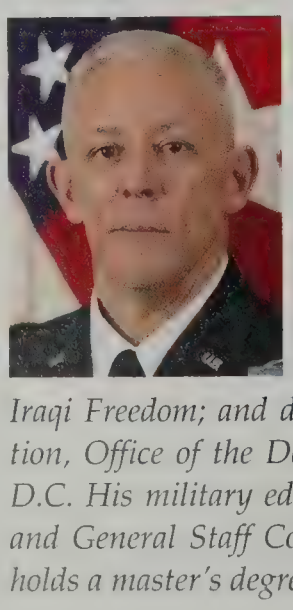
The Army must continue to build its ability to respond globally to, and engage regionally with, an array of threats and challenges. We must construct a "total Army future force" that provides combatant commanders with a full range of capa-



CPT Nicholas Drake (center) talks with Afghan army Lt. Col. Mohammad Bashir (left) during a patrol break on the outskirts of a village in Afghanistan's Nangarhar Province in June. CPT Drake commands the 101st Airborne Division's Security Forces Advisory and Assistance Team Archangel.

bilities while consciously maintaining sufficient levels of readiness as the Army transitions in an era of reduced resources.

The 2013 Army Strategic Planning Guidance focuses on how to effect change within the force as the Army continues to transition from a counterinsurgency focus to a more operationally adaptable posture. Under this guidance, the Army aims to balance long-term planning with making near-term decisions on how to build the "total Army future force," a balance that must be carefully maintained in the current fiscal environment. Ultimately, we will build regionally aligned and mission-tailored forces that meet the demand for a forward presence of land forces and sustain the ability to respond to contingencies and emerging threats.



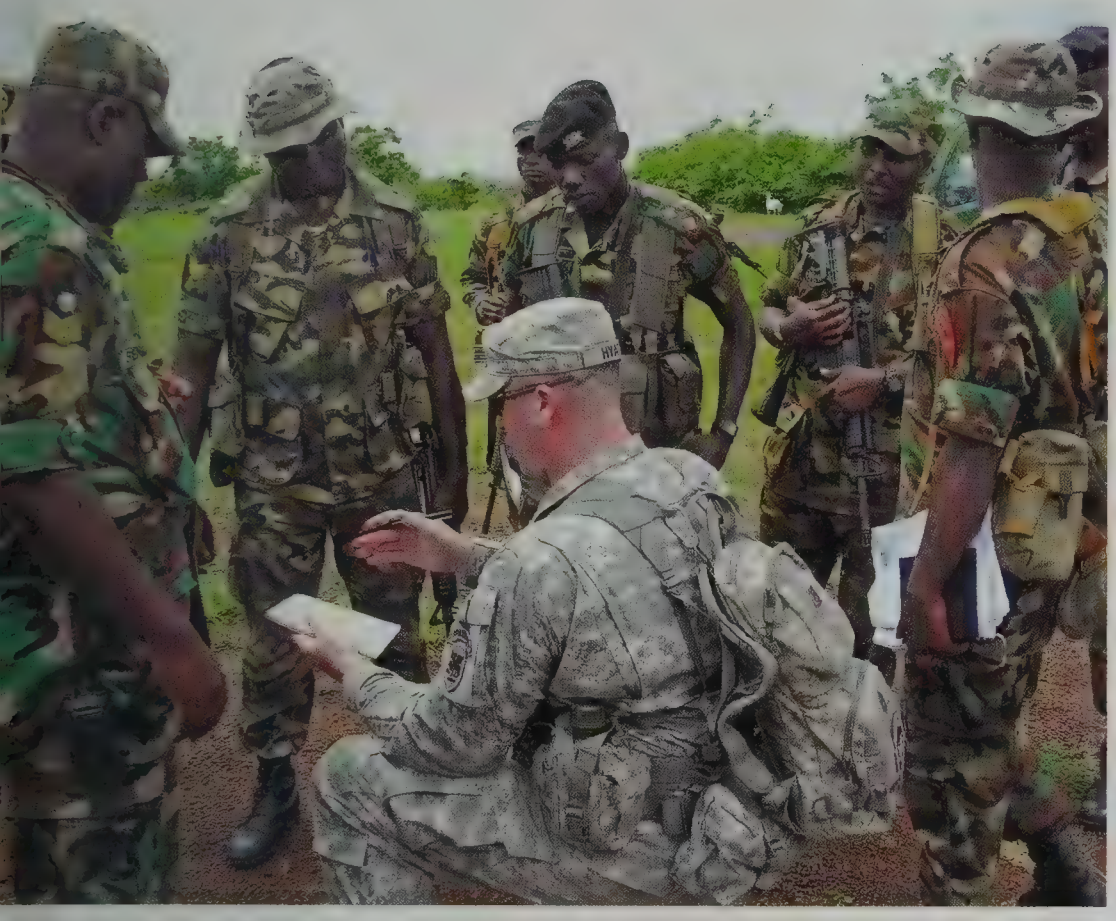
LTG James L. Huggins Jr. *assumed duties as the deputy chief of staff, G-3/5/7, in March. He has served as the chief of staff, 82nd Airborne Division, during Operation Iraqi Freedom; chief of staff, XVIII Airborne Corps, at Fort Bragg, N.C., and the Multi-National Corps-Iraq; deputy commanding general (Maneuver), 3rd Infantry Division, during the surge in Operation Iraqi Freedom; and director, operations, readiness and mobilization, Office of the Deputy Chief of Staff, G-3/5/7, Washington, D.C. His military education includes the U.S. Army Command and General Staff College and the U.S. Army War College. He holds a master's degree from Central Michigan University.*

Global Posture

During the last decade, the Ar staffed, trained and equipped its for to support campaigns in Iraq and ghanistan. The emphasis on stabi operations resulted in soldiers a units with experience working alo side joint, interagency and inter tional partners. As the Army focu globally, it will build on this exp ence and train its forces to provid range of capabilities to all geograp combatant commanders—capabili that will shape the environment, d aggression and, if necessary, de threats. We will do this over the n several years by regionally align forces, building proficient missi tailored forces and rebalancing to Asia-Pacific region while simulta ously restructuring and moderniz a downsized force.

Budgetary constraints present overarching challenge during transformational period and force nior leaders to make difficult cho that will have a lasting impact on state of our Army. Over the past year, the Army has be to rebalance its forces as a result of the changing missio Afghanistan, the uncertain fiscal environment and the ing demand from combatant commands for Army capa ties. This is an important period of transition. Decisi made now affect the Army's future ability to support January 2012 defense strategic guidance, "Sustaining Global Leadership: Priorities for 21st Century Defense is imperative that we evolve from the posture that tained combat operations in Iraq and Afghanistan to Army with the right mix of capabilities and the abilit project power to address the nation's 21st-century glo security concerns.

Regionally aligned forces. Regionally aligned forces are tral to the Army's ability to shape the environment as pa a joint force that is more agile, flexible, ready and techno cally advanced. They are forces trained to take decisive tion and are augmented with combatant command-spec cultural, language and niche training to develop regiona pertise. Most regionally aligned forces will be based in United States but will be aligned to a combatant comm for planning, coordination and engagement. Regionally aligned forces provide up to a joint task force-capable h quarters with scalable and tailorable capabilities to shape environment. They are a means of implementing the com ant commander's theater security cooperation plans, bu ing partner capacity, cultivating relationships with nat that share our common values, and improving interoper ity. By regionally aligning the total force, the Army maintain its warfighting proficiency and reinvigorate it



A member of a regionally aligned force provided to U.S. Africa Command, SFC Grady Hyatt (center) of U.S. Army Africa, leads an after-action review with soldiers in Ghana. The Army has begun assigning regionally aligned forces with cultural, language and other capabilities that support a particular region.

itionary mind-set while using and globally applying the e's depth of experience gained during sustained combat rations in Iraq and Afghanistan.

Mission-tailored forces. While regionally aligned forces vide a regional focus and a means of sustained regional agement, mission-tailored forces provide a functional us and are globally responsive in support of defense orities as described in the defense strategic guidance. sion-tailored forces maintain proficiency in the core ctions for which they were designed while also accru- mission-specific capabilities. These forces, like the ny's contingency response force, offer the combatant mmander a means of responding to contingencies and erging threats and are a critical as- for strengthening partner nation urity. Given that most nations' mil- ies are land-centric, the demand for rward presence of land forces to d partner capacity, expand global ess and improve interoperability is sistent and growing. Regionally ned forces and mission-tailored es increase the Army's ability to re- nd to these requirements.

sia-Pacific rebalance. Regionally ning and mission-tailoring our es also expand the Army's already ure posture in the Asia-Pacific re- n. Reduced demand for forces in hanistan allows the Army to shift abilities and enhance our support the U.S. Pacific Command's the- security and contingency plan- g objectives. The Army also will ntain continued engagements and strong relationships with our allies and key partners, while cultivating relationships with nations that share common values. Our most important focus area is building partnership capacity, as demonstrated by our expansive exercise program in the Pacific, which includes 24 large-scale exercises in fiscal year 2014 involving 14 nations in the region. The Army's ability to adapt, engage and sustain readiness underpins this strategic shift.

Balancing the Total Army Future Force

In addition to strategic rebalancing, the total Army must rebalance force structure, readiness and modernization. This will produce responsive power projection capabilities that not only support defense strategic priorities but also generate the strategic depth needed to win decisively. The near-term challenge to achieving this rebalance will be the Army's ability to address the disparity between resource levels and force structure. For several years, the Army will contend with a situation in which fiscal resources decline faster than the Army can reduce its force structure. Balancing resources and force structure during this period of transition is paramount to avoid a significant degradation



Captains from the 1st Brigade Combat Team, 1st Cavalry Division, establish communications with platoon headquarters on Fort Hood, Texas, during Mungadai, a team-building event that is named after a legendary Mongolian cavalry selection process and is designed to test the adaptability of leaders and build esprit de corps.

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nit readiness and force modernization.

orce structure. An important component of reshaping the ıre force is redesigning the Army's force structure. Force ıcture changes must be synchronized with the draw-vn of forces in Afghanistan, commensurate with the de-ıd for regionally aligned and mission-tailored forces, executed prudently within the constraints of the current al environment. An important component of the Army's e structure reshaping is the brigade combat team reorga-ıtion. This reorganization preserves as much combat ver within the total force as possible and supports the t in focus from counterinsurgency, counterterrorism, ad-ng and assisting toward a broader range of potential sions. The resulting force will retain its adaptability and ibility to provide regionally aligned and mission-tailored es in support of national defense requirements.

eadiness. For the past 12 years, the focus of a unit's readi-s assessment was directly linked to its ability to accom-h its assigned mission in Afghanistan or Iraq. Today and he future, most Army units will evaluate readiness based their ability to accomplish a full range of decisive action sions. As the Army transitions, it must refocus training leader development to produce operationally adaptive es that are versatile and ready to support missions ldwide. We must educate, develop and empower Army ders at all levels and hold commanders responsible for ding realistic, progressive and innovative training.

Army leaders are revitalizing home station training and oring decentralized training management in order to be re effective and efficient in preparing their units and sol-rs. Home station training is a commander's primary ans of conducting progressive, challenging and realistic t training. It is not necessarily restricted to discrete train-events, but it can and should be integrated into daily vities. The challenge in reaching these goals will be in close management of fewer resources. The future fiscal ironment demands that commanders seek creative solu-ıs, including live, virtual, constructive and gaming capa-ties, to overcome resource shortfalls and/or limitations maneuver space or training facilities. In the near term, Army will prioritize unit training resources based on erational mission requirements and resource nonallo-ed units at a reduced readiness level. Commanders of se units must use every opportunity to train for a wide iety of missions and build adaptive teams. This can and st be done, but it will require leaders who have both the rgy and imagination to see beyond fiscal constraints.

Modernization. In addition to aligning force structure and naging readiness, modernization is the third factor we st consider when balancing the future force against ıtegic risk. The Army modernization strategy is a com-hensive strategy focused on supporting the soldier and squad and operationalizing Mission Command. The ny's modernization program aims to maximize lethality he lowest level by equipping the force with individual ipment and small-unit enabling systems that best facili-tactical overmatch.



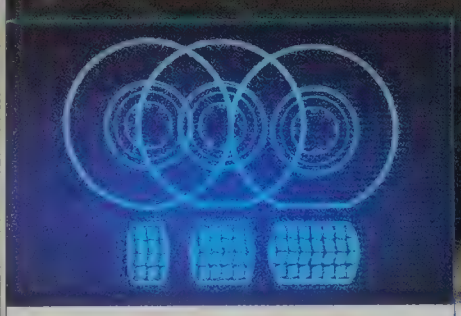
SPC Kwanghsin Wang and SGT Heath Caito of 6th Squadron, 4th Cavalry Regiment, the reconnaissance squadron of 3rd Brigade, 1st Infantry Division, pull security during a troop visit to a checkpoint maintained by Afghan forces in the northern province of Kunduz.

The Army is building a single, secure, standards-based, versatile network that provides the overarching end-to-end architecture connecting soldiers to vital information and our joint, interagency, intergovernmental and multinational partners as we integrate the space and cyberspace domains into traditional means of land dominance. Network integration is essential to creating command posts where systems provide comprehensive support to the commander. Network modernization directly influences how commanders operationalize Mission Command to integrate the other warfighting functions and mass the effects of combat power at the decisive place and time.

* * *

The decreasing demand for forces in Afghanistan and the realities of today's complex fiscal and geopolitical environment necessitate change in the Army. The change will result in a "total Army future force" structured to provide regionally aligned, mission-tailored forces capable of responding to the needs of geographic combatant commanders worldwide. By rebalancing force structure, readiness and modernization, the Army will continue to hone its ability to meet the enduring and growing demand for a forward presence of land forces and to sustain the nation's ability to respond to contingencies and emerging threats. This shift in posture is happening in a dynamic, complex and uncertain global environment. The Army will continue to depend on our finest commanders and leaders as we balance strategic risk in the face of fiscal constraints. Ultimately, America's Army will remain globally postured to project strategic landpower that will prevent conflict, shape regional conditions by building partner capacity, and win the nation's wars. ★

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Transforming Logistics For a New Era

By LTG Raymond V. Mason
Deputy Chief of Staff, G-4

When the war in Afghanistan began more than 12 years ago, the Army was in the midst of a transformation. Then-Army Chief of Staff GEN Eric K. Shinseki stated that the Army had to do two things well each and every day: train soldiers and develop leaders. For the past decade, our superbly trained logisticians have brilliantly sustained demanding combat operations in both Afghanistan and Iraq as well as many other missions worldwide in support of national security objectives.



Next year, as the nation completes its mission in Afghanistan, we once again will find ourselves in a period of transformation. Secretary of the Army John M. McHugh and Army Chief of Staff GEN Raymond T. Odierno are leading the

transformation to a more regionally aligned Army, moving from a force that has been primarily focused on counterinsurgency and stability operations to an Army that must execute missions effectively across the spectrum of conflict, through the triad of prevent-shape-win. Transformations require hands-on leadership and broad buy-in to new technologies and culture change. While learning from our past success, we must be willing to take calculated risks as we develop and implement new solutions to deal with new threats and exploit new opportunities. Just as we have for 238 years, I am confident that we will meet these challenges and help Army leadership transform and prepare for whatever the nation asks of us next.

Our role in the G-4 is to develop and publish commonsense plans, programs and policies, and to justify sustainment funding, so logisticians Armywide can carry out the transformation. Last year on these pages, I outlined our supporting logistics road map. This year, I want to report on our progress in retrograding equipment from Afghanistan and resetting it to improve readiness; fielding the global combat support system; improving our property accountability; and implementing new readiness and force structure initiatives.

Retrograde and Reset

Our No. 1 job remains the support of the current fight as our soldiers advise and train the Afghan National Security Forces. While we have started drawing down and getting our equipment out, we clearly understand that operations drive the retrograde pace and our focus must continue to be "sustainment forward."

Since December 2012, we have reduced the amount of equipment in Afghanistan from $28 billion worth to $23 billion worth. Our goal is to bring out another $17 billion worth of equipment before the end of combat operation
December 2014. We published guidance to the team
Afghanistan detailing what we need back for the to
Army; what can be divested either by selling it or trans
ring it to the Afghans or other allies; and what we can t
over to the Defense Logistics Agency's defense reutili
tion and marketing services because it is obsolete and
yond repair, and we don't want to invest, or can't affo
any more maintenance dollars. Today, there are about
million pieces of equipment in Afghanistan, of which
will bring back 702,000 pieces to be reset at our depot
home stations for return or redistribution to units by
Army's lead materiel integrator, executed by Army
teriel Command (AMC).

We have studied the retrograde lessons learned fr
Iraq and applied them as we developed the plan for
Afghanistan drawdown. Afghanistan, however, is not I
it is several orders of magnitude more difficult. It is la
locked; it is more dispersed; there is no "catcher's mitt a
we enjoyed in Kuwait; and while there certainly was co
bat during the drawdown/retrograde in Iraq, there is a i
ferent, highly lethal enemy in Afghanistan—the forces
truly conducting retrograde operations while in contact

Our challenge and task in G-4 are to provide clear
concise guidance on what to bring back. Much of
equipment in Afghanistan is our latest and most mod
capability sets. It is the armored fleet and our Army's m
modern communications, intelligence and counter-imp
vised explosive device (IED) equipment. We need it h
to issue to units as we transition to a more versatile Ar
with operationally adaptable land forces that will take
broad range of missions in support of the national defe
strategy.

For example, Army staff, U.S. Army Training and D
trine Command and AMC executed a study of the fu
requirements for MRAPs. Based on that study, we pla
retain a significant number, and they will be put in uni
such as transportation companies for convoy security
posts, camps and home stations for training; in Ar
prepositioned sets around the world; and at Fort B
Texas, as part of the Brigade Modernization Comman
test in our premier combat laboratory. The decision to

ARMY LOG BY THE NUMBERS

702,000 PIECES OF EQUIPMENT TO MOVE OUT OF AFGHANISTAN

HOW LONG NEEDED TO RESET ALL EQUIPMENT FROM AFGHANISTAN
3 years

GLOBAL USERS OF GCSS-ARMY BY 2017 **160,000+**

$197,000,000,000 VALUE OF ARMY PROPERTY REALLOCATED SINCE 2010 THANKS TO THE CHIEF OF STAFF'S CAMPAIGN ON PROPERTY ACCOUNTABILITY



LTG Raymond V. Mason *is the Deputy Chief of Staff, G-4. Previously, he served as the G-4, U.S. Army Forces Command. He has also served as commanding general of 8th Theater Sustainment Command, Fort Shafter, Hawaii; 19th Support Command (Expeditionary), Daegu, Republic of Korea; Defense Supply Center Philadelphia, Defense Logistics Agency; and Army Materiel Command (Theater) Southwest Asia. In addition, he was C-4, Operational Sustainment, Coalition Forces Land Component Command, Central Command, providing logistics support to U.S. forces operating in Iraq, Afghanistan, Kuwait, Djibouti and across the U.S. Army Central area of responsibility. LTG Mason received master's degrees in procurement/contract management from Florida Institute of Technology and in national resource strategy from the National Defense University.*



The Army has $17 billion in equipment in Afghanistan that must be returned to the United States before the end of combat operations in December 2014. Much of the equipment in Afghanistan is the Army's latest and most modern.

in all of the MRAPs is based on the fact that while they re effective in Iraq and Afghanistan and saved many sol-rs' lives, that technology is likely not what we will need he near future as our current and potential enemies con-ue to develop more lethal IEDs.

We have multiple ways to get equipment retrograded, all have their challenges. Flying the equipment out is ensive, and there are geopolitical and physical issues h moving equipment through Pakistan and a northern te via several Central Asian countries. These fragile nsportation networks make the mission unprecedented complexity, which is why we have been so deliberate in lyzing what to bring home and what to divest.

Returning the remaining $17 billion of equipment to the tinental United States will cost $2 billion to $3 billion, uming we experience no significant lines of communi-on degradation; if we do, the cost will most certainly be her. We informed Congress that it will cost $9.8 billion l take three years to reset our equipment. The Army's vernment-owned depots and arse-s will do much of the work; direc-ates of logistics and units will also cute a portion of the reset mission heir installations.

The most important purpose of the rograde mission is to improve diness across our Army. Right now, Army's equipment on hand (EOH) e is about 88 percent (for example, every 100 items authorized in a t, 88 pieces are on hand), which is ow the Department of Army readi-s goal of 90 percent EOH. Once the uipment from Afghanistan is reset d reissued to units, however, it will rease the total Army's EOH to ap-ximately 92 percent—the highest el in decades.

To fully prepare our depots and ar-als for the reset, the G-4 partnered h the Assistant Secretary of the ny for Acquisition, Logistics and Technology and AMC to publish a 10-year strategic plan. It is the Army's guidebook to shaping both the workforce and capabilities of our organic industrial base. This plan also provides a framework to sustain our Army as we transform to a regionally aligned, primarily continental U.S.-based, expeditionary Army.

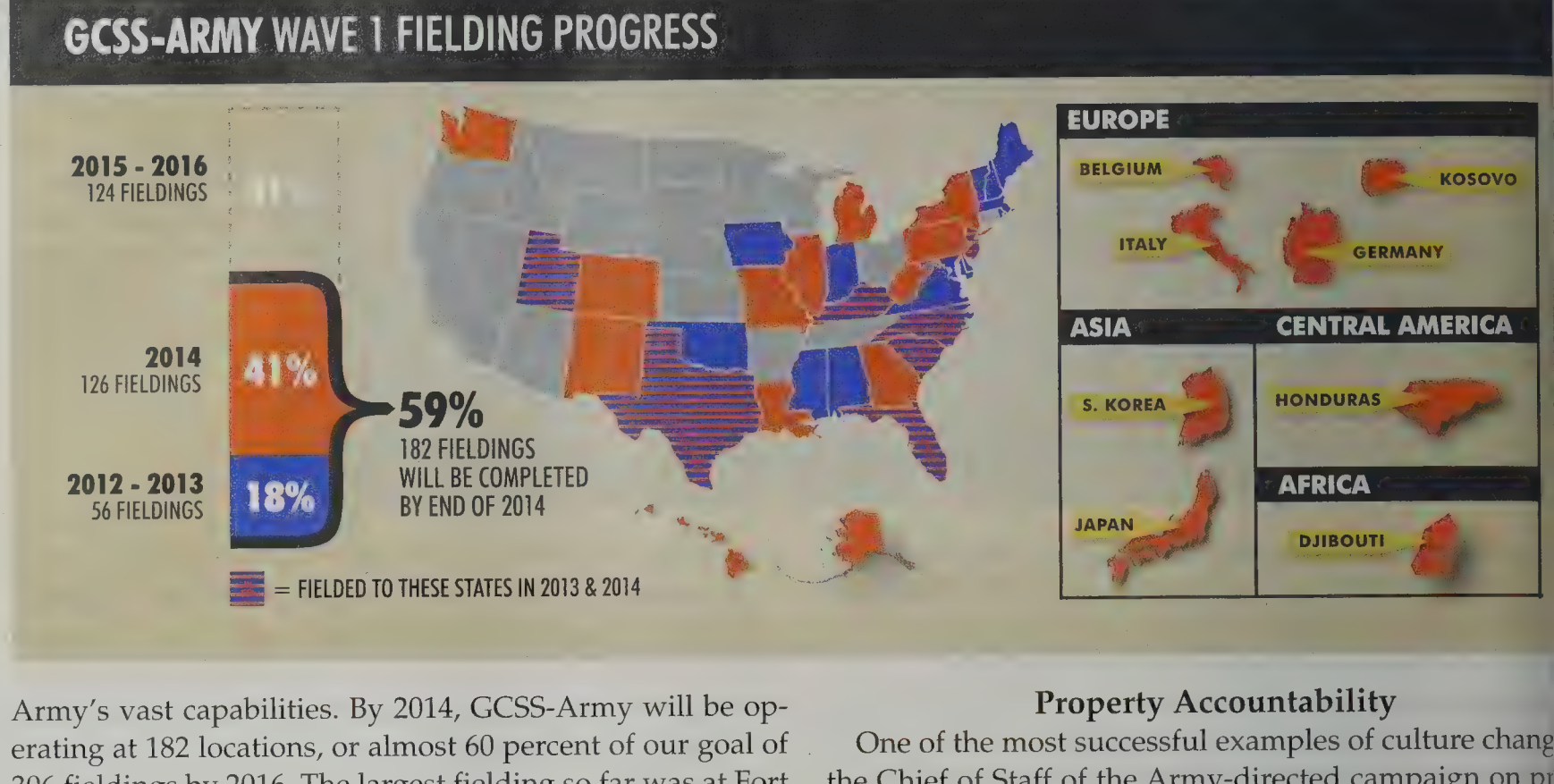
GCSS-Army

At the Department of the Army level, we eagerly watched as new logistics information technology, the Global Combat Support System (GCSS)-Army, was fielded in 2012. A $4 billion investment and years in the making, GCSS-Army is the most significant positive change in Army logistics this decade. GCSS-Army will replace the Standard Army Retail Supply System during Wave 1, and Property Book Unit Supply Enhanced and Standard Army Maintenance System during Wave 2.

The fielding is on track, and we are very encouraged by how well commanders and soldiers are embracing GCSS-



Workers reset MRAPs at Red River Army Depot in Texarkana, Texas.



Army's vast capabilities. By 2014, GCSS-Army will be operating at 182 locations, or almost 60 percent of our goal of 306 fieldings by 2016. The largest fielding so far was at Fort Bragg, N.C., with the XVIII Airborne Corps. We have also fielded the technology to numerous National Guard and Army Reserve units and directorates of supply. This fall, we are activating GCSS-Army at Fort Hood, Texas; and next year, we will field it for the first time in Europe, the Pacific, Africa and Central America as we transform to a more regionally aligned Army.

GCSS-Army is the largest Web-based enterprise resource planning in worldwide production. When it is fully fielded, it will replace 40,000 local databases with one common master logistics database and have more than 160,000 users. An embedded financial function connects to the general fund enterprise business systems, so for the first time, logistics and financial actions are fully linked. This is critical to achieving auditability, as mandated by Congress. Locations using GCSS-Army are experiencing dramatically improved customer metrics and supply discipline. Soldiers, especially the younger iPad generation, quickly adapt to the new technology and are accomplishing their logistics missions with greater accuracy and effectiveness.

We have great technology fielding teams, with the right people, focused on getting every unit up and running. Our brilliant program executive office and program manager leadership are spreading the word about how GCSS-Army will benefit units. They are making sure every unit is trained and its data "cleaned" before the system goes live; our magnificent warrant officers in the supply and property community are getting ahead of problems and developing best practice solutions; and as we resolve problems, we share the knowledge across the Army so the next fielding can go even more smoothly. As we continue to field GCSS-Army and retire our legacy systems, our logistics forces will be able to execute sustainment on the move, around the world and across all mission sets.

Property Accountability

One of the most successful examples of culture chang i
the Chief of Staff of the Army-directed campaign on pr
erty accountability. While the majority of our Army w
committed to combat in Iraq and Afghanistan, it was n
perative to rapidly field new equipment to the battlefi d
As an unintended consequence, we lost focus on prop
accountability. In 2010, then-Chief of Staff of the Ar
GEN George W. Casey Jr. said it was time to reinvigora
culture of supply discipline. It is clear that the Army a
committed to getting back to property accountability a
sics. Across active, reserve and National Guard com
nents, leaders and soldiers are using the power and to
of the campaign to re-account, redistribute and turn in x
cess property with incredible results—and most imp
tantly, increased visibility of unit- and Department of
Army-level combat readiness status.

In the last three years, the total Army has executed $9
billion in property transactions. Of that, $37 billion i
property went to fill Armywide shortages, $153 billion a
redistributed internally to fill internal unit shortages
$7 billion was found on installations—it had not pr
ously been accounted for on a system of record.

We approach this accountability campaign not as a
time sprint but as a deliberate marathon. If everyone in
Army is a better steward of our property, we can help
Secretary and the Chief of Staff transform the Army fa
and for much lower costs. With that in mind, last year
established the online Command Supply Discipline P
gram & Property Accountability Knowledge Cente
make it easier to find information on property accounta
ity. Thousands have already visited the website at A
Knowledge Online. We also created online courses so
diers and leaders who sign for equipment fully underst
their responsibilities. We encourage civilians and cont
tors to take the new courses as well. We must all be g
stewards of the equipment our American citizens ent
to us.



Soldiers assigned to 4th Brigade Combat Team, 1st Cavalry Division, inventory their military gear during retrograde operations at their forward operating base in eastern Afghanistan's Kapisa Province in May.

Readiness and Force Structure Initiatives

Over the past decade, the Army has been excellent at executing deliberately planned rotational deployments to Iraq and Afghanistan. The assumption is that we know how to deploy. Deployments over the past 10 years, however, have been quite predictable and administrative in nature; they have not been rapid deployments to unknown locations to execute ill-defined contingency operations.

Our less-than-sterling deployment to Haiti after the 2010 earthquake highlighted the Army's need to strengthen training, equipment and infrastructure to support rapid deployment operations. Partnering with the Department of the Army G-3, we developed and funded the rapid expeditionary deployment initiative (REDI) to refocus the Army to quickly provide forces to meet global combatant commander requirements for the full range of military operations on short notice. REDI involves deployment exercises, infrastructure readiness assessments, and working with the U.S. Air Force and Navy on strategic mobility enablers.

In addition, in line with imminent force structure changes in our Army, the logistics community has taken initiatives to more effectively support Army forces as part of the joint team. We are activating our fourth active duty expeditionary sustainment command (ESC) at Joint Base Lewis-McChord, Wash. Converting the 593rd Sustainment Brigade to the 593rd ESC will provide greater rotational depth to support global contingency missions ranging from combat operations to humanitarian missions. The Army will now have an ESC aligned to each of our three corps and an ESC theater committed in Korea. This alignment enables corps staff to have a broad operational focus while the ESC focuses on logistics planning for its aligned corps.

We will also transform the 7th Sustainment Brigade into a transportation brigade (expeditionary), or TBX, which will command and control port-opening missions in support of expeditionary operations. This TBX will provide Mission Command of assigned ports, terminals and watercraft units conducting intermodal operations. In peacetime, the TBX will provide direct oversight of watercraft crew training, certification and vessel maintenance.

The total Army analysis change with the greatest impact on the way sustainment is executed in the conversion of our brigades is the stand-up of 10 divisionally aligned and three corps-aligned combat sustainment support battalions (CSSB). Each aligned CSSB is designed with the same core capabilities (supply, maintenance and distribution) to support units located in their supported division or corps area of operation. Static fuel storage, water production, some distribution truck changes and troop transportation capabilities previously within our brigade combat teams and brigade support battalions will be moved back to these aligned CSSBs. We are also standing up forward support companies within the Stryker brigade combat teams. This stand-up is a necessary step as we have transitioned to soldier maintainers of Stryker vehicles.

We still have more work to do. Force structure working actions include developing a rapidly deployable petroleum, oils and lubricants capability to replace the aging inland petroleum distribution system, rightsizing the number of supply room personnel, documenting correct maintenance positions and championing additional training resources to our reserve units for critical capabilities needed early in the warfight.

A Successful Transformation

While transformations are never easy, this current Army transformation is particularly challenging as defense budgets tighten and we downsize the force. We have solid plans in place to complete our mission in Afghanistan, to reset the equipment, to field GCSS-Army, to be good stewards through ever improving property accountability and command supply discipline, and to restructure the force. Most importantly, we will capitalize on our finely honed combat experiences gained over the past decade, continually assess and refine how we operate, and increase our combat sustainment capabilities.

The collective ability to exploit our incredible global advantages in the sustainment warfighting function will ensure our Army remains an indispensable partner and provider of a full range of capabilities to combatant commanders in a joint, interagency, intergovernmental and multinational environment—guaranteeing the agility, versatility and depth to prevent, shape and win. ★

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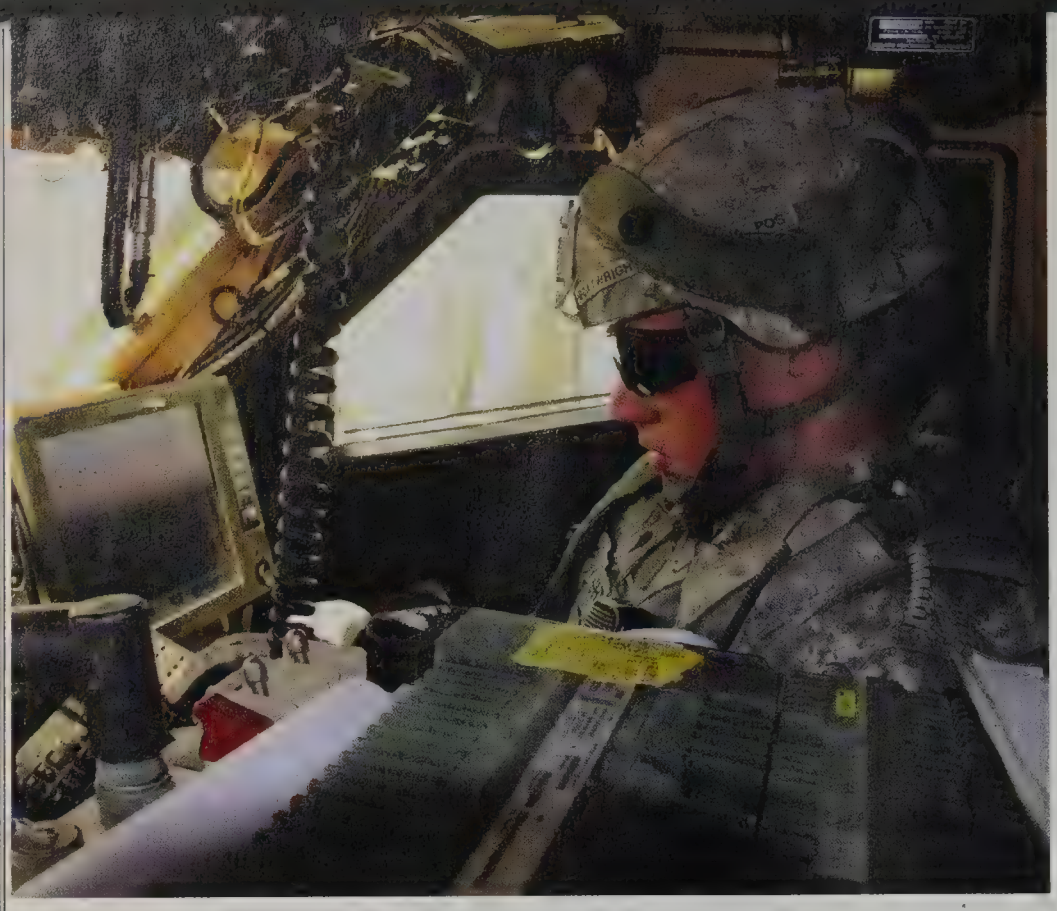
Building a Network For Today and Tomorrow

By LTG Susan S. Lawrence
Chief Information Officer/G-6

The average American household knows what it's like to take a cut in resources. You need to plan ahead, trim expenditures, purchase judiciously and find ways to maximize what you already have. The Army finds itself in a similar position. We expect there will be less money in the foreseeable future. Over the next three years, there also will be fewer people. While combat operations overseas are winding down, the overall threat environment will remain the same: unpredictable, unconventional and unceasing.



Relinquishing the Army's landpower dominance is not an option. Just like any family facing diminishing resources, the Army must now figure out how to adapt and how to maximize the effectiveness of the soldiers, systems and dollars



A soldier from the 2nd Brigade Combat Team, 1st Armored Division, uses new equipment during a Network Integration Evaluation last year. A modernized, unified information network called LandWarNet is the backbone of today's Army.

available. A modernized, unified information network is an essential part of the solution.

This network, called LandWarNet, already serves as the backbone of today's force. On any given day, nearly everything the Army does involves the network. It is the primary tool for effective management of the Army's human, financial and materiel resources. It is also the means for live, virtual and constructive training. Perhaps most importantly, the network carries the data, voice and video that every soldier and leader needs to act decisively and effectively, making LandWarNet the Army's most empowering system in an operational environment.

With the number of uniformed personnel expected to drop by about 15 percent over the next three years, a robust and technologically advanced network will become even more crucial. American soldiers can never be supplanted, but their skills and capabilities can be greatly enhanced with the right technology, thereby keeping a smaller force ready for, and effective in, all mission scenarios.



LTG Susan S. Lawrence *is the Army Chief Information Officer/G-6. Throughout her career, she has served in operational assignments in Europe, Korea, Southwest Asia and the United States. She has commanded at every level from platoon to Army Signal Command. Most recently, LTG Lawrence served as commanding general for the U.S. Army Network Enterprise Technology Command/9th Signal Command, Fort Huachuca, Ariz. A graduate of Campbell University, N.C., the Army Command and General Staff College and the Army War College, she has a master's degree in information systems management from the University of Georgia.*

The challenge in tapping the network to strengthen
Army is multifaceted: construct and maintain a flexi
adaptable infrastructure that reaches from stateside ga
son to the furthest tactical edge; get individual technolo
and applications immediately into the hands of the sold
and commanders who need them; ensure interoperab
up front rather than relying on the user to figure it out;
do it all in a financially prudent manner. The solution i
tegrated management of the network, from start to fi
and from end to end.

Applying a portfolio approach to setting requireme
budgeting, development and acquisition is the first ste
integrated management. The network mission area (NM
provides this framework for three domains: network ca
ity, enterprise services, and network operations and s
rity—just as the enterprise information environment
sion area did. In addressing these domains, however,
NMA also looks at the warfighting and business mis
areas to understand the entire network—not just the un
lying infrastructure but every capability, application
system that will ride on the network from the strategic
to the tactical edge. By broadening the scope, decision m
ers will understand how choices in one mission area w
affect others and see where synchrony is lacking, from b
timing and interoperability perspectives. With the NM
the Army will no longer have capabilities sitting idle
cause they are incompatible with the rest of the networ
because they are waiting on delivery of another syste
order to become operational. Wasted investment will
come a relic of the past, allowing the Army to appl
scarce resources to maximum effect.

The second step in integrated management is placing
institutional side on par with the operational. Over the
decade, the Army has allocated significant resources to tr
forming the operational components of LandWarNet. A
cessity while fighting two wars, the focus on the operati
inadvertently led to the atrophy of the network's infras
ture and nontactical components. While deployable fo
and power-projection platforms benefited from big bud
high bandwidth, cutting-edge capabilities and augme
security, the institutional Army frequently relied on deca
old technology and received inconsistent, unsynchron
funding for network modernization programs.

Today's changing national security posture and ole
tives, however, mandate that LandWarNet's institut
components also be transformed. For example, to trul
ready for any mission, the Army must train with—and
at home station—the same technology and procedures
theater. Once in theater, the footprint must be smaller.
necessitates a greater reliance on reaching back to capa
ties based elsewhere. These requirements, as well as m
others, dictate that the institutional side of the networ
as powerful and modern as the operational, with the s
or greater bandwidth, a flexible, up-to-date infrastruc
and the capacity to handle all of the Army's business
warfighting needs.

The Army can't just invest more in the network's inst

al components; it must invest more and do so more ly. This leads to the third step in creating a unified net- k: applying capability set management across-the- d. About two years ago, the Army began using capabil- et management for its operational (tactical) systems to uate the current environment and then design a suite of ems and equipment—a capability set—to answer the ected requirements of a two-year period. By aligning ding and timelines for all programs in the set, opera- al units receive an integrated network capability at the t time in the Army force generation cycle. All elements ne network are thoroughly tested to ensure individual ormance, interoperability and compliance with archi- ural standards before fielding, and then they are pro- d and distributed together throughout a combat forma- To keep technology fresh, the Army will distribute new bility sets roughly every 24 months, which will reflect changes or advances in technology.

o maximize LandWarNet's efficacy and realize the full potential of NMA portfolio management, the Army must expand the capability set approach to include the whole network. Network capability sets (NCS) will in- tegrate operational and institutional requirements, chronizing the hardware, applications and services that port both warfighting and business operations. NCS in- es two pieces: operational capability sets (OCS) that in- le the Mission Command systems, applications, com- nications transport and services that support units and nizations while deployed; and institutional capability (ICS) that include the hardware, applications, services communications transport necessary for day-to-day ny business activities, installation management, and porting operational units when they are at home. OCS ICS will connect via the Army's fixed regional hub es and through certain collaborative systems such as in- ation as a docking station, which allows units to access ition networks and gain situational understanding be- deployment.

he Chief Information Officer/G-6 will design the NCS, G-3/5/7 will select and prioritize the receiving installa- s and units. The Army intends to field the first complete (including both operational and institutional compo- ts) in fiscal year 2015.

the near term, NCS will focus on four areas. The first is acity. The Army's institutional and operational needs enormous. The entire force must have uniform accessi- y, throughput, transmission speed and reliability, no ter the location—operational theater, home station, ny and joint training center, or data repository. Capacity the utmost importance and will make or break the net- k's usefulness as a business tool and force multiplier.

he second is enterprise services. The Army must sim- y and extend access to data, applications, collaboration s, communications and other services—for itself and all norized partners. Taking an enterprise-based approach ne most effective way to assure this critical availability



The Western Continental United States Regional Hub Node, completed last year, was the last of five nodes that allow reach-back to the Army's global information network from anywhere on the planet.

from both functional and economic perspectives.

The third is network operations and security. If the network goes down, the soldier on the ground is put in jeopardy and leaders cannot make informed decisions. Every user must also have complete confidence that the information and services being sent and received over the network have not been compromised by the enemy. NCS will therefore concentrate on expanding visibility of the network (assets and device control), implementing strong defenses against attack, defining defense-based command-and-control responsibilities, and developing the means to mitigate security breaches if they occur.

The fourth focus area, architectural standards, underpins all the rest. In order for the network and all technologies riding it to be integrated and reliable, firm architectural standards are mandatory. Establishing these standards also will help streamline operation and maintenance, thus lowering cost and simplifying network defense. Standardization is essential to moving the Army into the joint information environment. There is no doubt that future U.S. military operations will require joint responses; designing the Army's network to be inherently joint is the only responsible way forward.

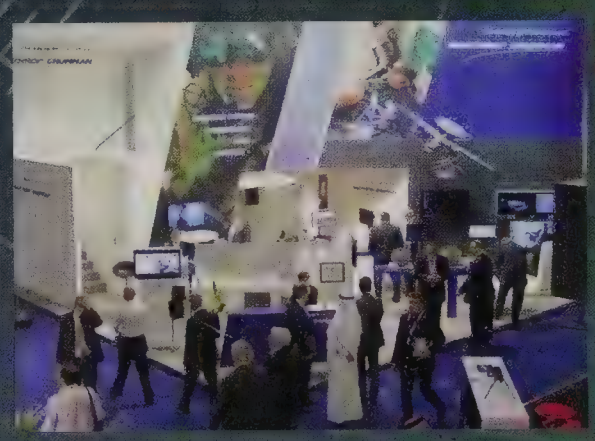
The American soldier is irreplaceable and remains the most capable, discriminate weapon system ever fielded. As Army Chief of Staff GEN Raymond T. Odierno said, "Behind the soldier, the Army must have the most capable, powerful network ever built. … I believe the Army has a solid plan and is on the path to giving soldiers the network they need and deserve. I am extremely proud of everything the information technology and signal communities have achieved so far, and, with the support of the Office of the Secretary of Defense, Congress and industry, I know we can make the next-generation network a reality. Our soldiers are counting on us." ★

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Army Equipment Modernization

By LTG James O. Barclay III
Deputy Chief of Staff, G-8

For the first time in our history, the Army is in the midst of downsizing to a leaner, more agile force while still fighting a war. This presents a tremendous challenge but also a significant opportunity. The resource constraints in this downsizing limit our modernization choices, but they also force us to prioritize the modernization efforts that are critical to ensuring success in current operations, while fully supporting the Defense Strategic Guidance.

Our most important goal in the near term is to minimize the impact of the resource constraints imposed by sequestration on our units engaged in combat operations. Our objective in the mid and long term is to balance our budgets while ensuring that our soldiers and squads are equipped, enabled and prepared for an ever-changing range of operations. To accomplish





Soldiers assigned to Company B, 2nd Brigade Combat Team, 1st Cavalry Division, check equipment at Kandahar Airfield, Afghanistan, in August before signing for accountability.

these daunting tasks in an environment of significantly constrained resources, we intend to focus our equipping strategy and our investments on the following:

- Units deploying and redeploying from Afghanistan and other locations.
- Retrograding theater provided equipment from our areas of operation.
- Reorganizing our brigade combat teams and other forces.
- The Asia-Pacific region.
- Resetting our equipment.
- Redistributing equipment to raise readiness across all components (active Army, Army National Guard, Army Reserve).
- Repositioning forces as we draw down the Army.
- Aligning wartime equipment with the Army's current needs.
- Divesting equipment we no longer need.
- Remaining prepared for Defense Support of Civil Authorities and other homeland defense priorities.

This is a lot to accomplish, requiring us to consider cost-effectiveness and affordability with every equipment decision.



***LTG James O. Barclay III** is the deputy chief of staff, G-8. He previously served as assistant to the deputy chief of staff, G-8, and, before that, as commanding general of the U.S. Army Aviation Center of Excellence and Fort Rucker, Ala. LTG Barclay has held numerous command positions including commander, Aviation Brigade, and later chief of staff, 4th Infantry Division (Mechanized), Fort Hood, Texas, and Operation Iraqi Freedom. He also served as director of the Joint Center for Operational Analysis, U.S. Joint Forces Command. Commissioned as a second lieutenant, Infantry, from the U.S. Military Academy in 1978, he has a master's degree in national security and strategic studies from the U.S. Naval War College.*

Although we have always considered these factors, they a weighted even more heavily in our decision making n that we are working with substantially less funding. Rec nizing the impact of reduced funding is important in und standing how we developed our equipping strategy.

Potential sequestration impacts weigh on every decisi we make, large and small. In implementing sequestrati the Army endeavors to strike a balanced reduction acr training, modernization and force structure to avoid a h lowing of the Army that comes with imbalance. This b anced reduction will not occur immediately, though. Sinc takes longer to realize savings from reducing force structu more dramatic equipment modernization and readin cuts are needed in the near term. Thus, we expect signific reductions in our modernization programs before we the savings that will allow us to balance the reduction acr training, modernization and force structure. Sequestrat will also adversely affect our ability to repair and reset existing equipment. Our equipment returning from thea will take longer to go through reset and replacement, w the process likely stretching over several years. This w lead to reduced readiness as units wait for their equipm to be reset before they can deploy. To offset this effect, Army is prioritizing our sustainment resources to ens that equipment is operationally available as soon as possib

Understanding the fiscal challenges facing the nation a the potential funding cuts imposed by sequestration, Army developed a strategy that provides the tenets of h we intend to modernize. We then developed a plan that scribes specific investment priorities.

The Army Equipment Modernization Strategy est lishes a framework for how the Army will moder its equipment over time. The strategy focuses our forts on the soldier and squad as the foundation of Army. This means building from the soldier out a equipping our squads for "tactical overmatch" in all sit tions by ensuring that they are connected to an integra network and that they are in vehicles that are survival mobile and lethal. In general terms, we want to improve a procure equipment that is versatile and tailorable yet cost fective and affordable. We believe it is most cost-effecti incrementally improve existing systems and use mat technologies for new capabilities. Avoiding immature te nologies reduces developmental costs associated wit lengthy and complex integration process.

The 2014 Army Equipment Modernization Plan descri investments across 10 capability portfolio areas based up the President's fiscal year 2014 budget request to Congr In broad terms, the Army's investment priority for equ ment modernization focuses on the following three area

- Enhancing the soldier for broad joint mission supp empowering and enabling squads with improved letha protection and situational awareness.
- Enabling Mission Command: facilitating command control and decision making through networked real-time c and connectivity with the joint force and coalition partners.

ı Remaining prepared for decisive action: increasing ıality and mobility, while optimizing survivability for ıicle fleets.

Our first equipping focus area is the soldier and the squad. The soldier is the core building block of the rifle squad, and the rifle squad is the core building block of our formations. We plan to equip our soldiers and squads with the best affordable range of imved individual and crew-served weapons, next-generaı optics and night vision devices, more effective body ar-, and advanced individual protection equipment. This ıipment will provide improved lethality, better protection l advanced situational awareness for our soldiers.

)ur second equipping focus area is to enable Mission mmand. Vital to situational awareness is the Army netrk that connects our squads across the joint force. The work is one of our greatest advantages over our adverıes, and we intend to use that advantage. Soldiers with ability to see each other's positions, mark hazards coloratively and access on-the-move broadband capabilis can apply combat power where it matters most.

)ur third and final equipping focus area is to remain pre-ed for decisive action. Squads require the ability to be bile and lethal with vehicles that are survivable and con-ted through the network. The Army's combat and tacti- vehicle investments reflect this focus. The Armored ılti-Purpose Vehicle, the Ground Combat Vehicle, the ıt Light Tactical Vehicle and Paladin Integrated Manage-nt are all intended to provide soldiers with increased tection, lethality and mobility in vehicles that are con-ted to the network.

As with ground vehicles, Army aviation will remain vital to isive action through investments in increased lethality and imization of survivability with improved protection proms, all while minimizing the cost to sustain our aging airft fleet. The Army Modernization Plan continues procurent of the AH-64E Apache for its lethality, and it increases force's mobility through multiyear contracts for the CH- Chinook and Utility and Medevac (UH/HH-60M) Black wk helicopters. Our OH-58 Cockpit and Sensor Upgrade gram brings needed capability improvements to one of oldest airframes. Beyond manned platforms, the Army l continue to utilize our unmanned aircraft systems, inding Shadow, Raven and Gray Eagle, to provide commans with greater visibility of the battlefield.

Being prepared for decisive action also requires accurate l timely intelligence. Our investments in intelligence sysıs will focus on providing soldiers with multilevel intelligence, integrated analytical processing, and exploitation and semination. These capabilities allow us to use the work of intelligence teams down to the lowest level. The Army l continue to integrate these quick reaction systems and sors to improve our collection capability and situational areness.

)ur air and missile defense capabilities allow the Army l the joint force to be prepared for decisive action by shaping the operational environment and supporting freedom of action for global engagement. Our investments in air and missile defense systems focus on existing and emerging threats. We will provide systems that are more survivable and sustainable, while improving capabilities in range and precision. Specifically, we will improve our capability to counter ballistic and cruise missiles as well as unmanned aircraft systems and other indirect fires.

The development of these systems and capabilities is the result of technology, so science and technology investments are essential to ensure that our soldiers and squads keep pace with the evolution of emerging technologies. Technology, however, is a double-edged sword. As the Secretary and Chief of Staff of the Army have pointed out, nonstate actors and other nations have the ability to acquire the latest technology, such as advanced communications, cyber technologies, unmanned aviation and weapons, without investing in their development. This could make our soldiers vulnerable to adversaries who can quickly exploit innovative technologies. Forums such as the Army Warfighter Experiments and the Network Integration Evaluations are designed to help us shorten the equipment development timeline, thus saving resources and quickly using technological advantage. We believe these types of events help to encourage innovation while reducing inefficiencies, enabling us to equip our soldiers with the very best.

A fully equipped and modernized land force is a distinctive symbol of American strength and resolve to friends, allies and partners as well as potential adversaries. Our commitment to our soldiers and the American public is that we spend each and every dollar wisely. The Army Equipment Modernization Strategy and the 2014 Army Equipment Modernization Plan manifest that commitment. ★



Soldiers from the 4th Infantry Brigade Combat Team, 3rd Infantry Division, sling-load an M113 armored personnel carrier to a CH-47 Chinook helicopter at Fort Stewart, Ga. Under the proposed fiscal year 2014 modernization plan, the Chinook will be upgraded and the armored multi-purpose vehicle will replace the M113 in phases.

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Army Installations: Ready And Resilient Platforms

By LTG Michael Ferriter
Assistant Chief of Staff for
Installation Management
and
Commanding General,
Installation Management Command

Providing support to soldiers, civilians and their families through programs and services is the mission of the Office of the Assistant Chief of Staff for Installation Management and Installation Management Command (IMCOM). Army installations serve as global readiness and resilience platforms that are sources of support, strength and connection for soldiers, families, Army civilians, retirees and wounded warriors, as well as their friends, neighbors and partners in the surrounding communities. Army installations ensure soldiers receive the services required to equip them for battle, provide them with a superb quality of life and provide a place they feel safe and at home, thus enabling a ready and resilient Army.



This past year was a milestone for Installation



LTG Michael Ferriter explains his vision for inspired leadership and world-class customer service during the Garrison Leader Course in April at Fort Sam Houston-Joint Base San Antonio, Texas. 'Army installations serve as global readiness and resilience platforms,' he says.

Management transformation. People, processes and tools merged by applying a coherent approach across multiple echelons of Installation Management, including the Army Secretariat; Headquarters, Department of the Army (HQDA) staff; IMCOM headquarters and regions; and IMCOM senior and garrison commanders. As a result, IMCOM achieved transformational goals for change and improved its outcomes. Roles, relationships and responsibilities at each echelon were identified, reducing redundancy and improving communication and execution.

Army programs and services meet the unique demands of a military lifestyle, foster life skill competencies, strengthen coping skills, encourage resilience rather than reliance, and offer short-term support and assistance when they are needed. Every day across the globe, garrison commanders serve as the executors and integrators of these programs and services in support of senior commanders. Garrison commanders also protect the environment and sustain a vast community infrastructure critical to mission accomplishment. Installations are more than facilities, infrastructure and services—they are the Army's home.

One of the ways we meet the needs of our Army is through the Ready and Resilient Campaign (R2C), which guides the Army's efforts in building and maintainin[g r]silience across the total force (active duty, Reserve and [J]tional Guard soldiers, family members, and civilians), [i]proving unit readiness and reinforcing the Army profes[s]Its primary goal is to eliminate and prevent sexual ha[s]ment and suicides, which negatively affect our total forc

R2C creates a synchronized governance structure [f]the HQDA level to the installation level, using commu[ni]health promotion councils designed to align efforts to e[f]with complex issues. This structure improves the effec[t]ness of programs and services and helps senior comm[a]ders assess risks and mitigate threats to mission readi[n]The Army is taking a holistic approach that addresses [ha]lenges, builds resilience and fosters the skills that make[o]diers Army strong.

R2C includes many programs that Installation Man[a]ment executes. To bolster soldier and unit sports parti[p]tion, the Chief of Staff of the Army expanded the Army I[n]tramural Sports Program, a component of morale, wel[f]and recreation programs. Robust unit physical fitness [pr]grams, intramural sports and training exercises boos[t r]silience and build the physical and psychological stren[th]of individuals. They also enhance leader abilities and [m]prove unit readiness. Sports programs support compre[he]sive soldier and family fitness goals by building resili[en]through physical fitness, enhancing socialization thro[ug]teamwork, encouraging positive choices and suppo[rt i]Armywide efforts to mitigate high-risk behavior.

While installations provide programs that support the [o]force's readiness and resilience, increased emphasis w[as]placed on essential programs such as sexual harassmen[t a]sault response and prevention (SHARP), the Army sui[ci]prevention program, the total Army sponsorship pro[gra](TASP), and other programs that support the transition o[f s]diers and their families after they serve our nation.



***LTG Michael Ferriter** is the assistant chief of staff for Installation Management and commanding general, Installation Management Command. Previously he served as deputy commander for advising and training, U.S. Forces-Iraq. He also served as commanding general, U.S. Army Infantry Center and the Maneuver Center of Excellence at Fort Benning, Ga.; deputy commanding general (Operations), XVIII Airborne Corps and Fort Bragg, N.C.; deputy commanding general (Operations), Multi-National Corps-Iraq; and director for operations, J-3, U.S. Joint Forces Command, Norfolk, Va. A graduate of The Citadel, he has a Master of Science in administration from Central Michigan University.*



Soldiers of the 10th Army Air and Missile Defense Command in Kaiserslautern, Germany, listen to SFC Stanley Quinn, the unit's sexual assault response coordinator. U.S. Army Europe conducted a weeklong event that focused on response to, and prevention of, sexual harassment and assault.

HARP reinforces the Army's commitment to eliminate dents of sexual harassment and assault by focusing on areness and prevention, training and education, victim ocacy, response, reporting, and accountability. SHARP motes sensitive care and confidential reporting for vic- s of sexual assault and creates a climate that encourages ims to report incidents of sexual harassment and as- lt without fear of reprisal. Army installations must be ces where soldiers, civilians and their families feel safe. all must do our part to ensure that feeling of trust is not lated.

rmy installations are the front lines for the Army suicide prevention program. Suicide remains a deep concern of the nation and the Army and is a ltifaceted problem. Contributing tors include behavioral health is- s, relationship difficulties, physical ess, and financial and legal prob- s, all of which can weigh heavily individuals. The program imple- nts control measures to address l minimize risk factors for suicide ile strengthening the factors that igate those risks.

TASP is a commander's tool to help diers, civilians and families when y relocate. TASP facilitates commu- ation between growing and shrink- units, promotes a smooth and ef- ive handoff and reintegration of diers and families, and improves t cohesion and readiness. TASP helps commanders ensure that soldiers and families get off to a great start in their new units and communities. In concert with partners in private industry and at every level of government, the Army career and alumni program, a component of the transition support services program, connects soldiers with employment opportunities by linking soldiers to hiring events.

In terms of housing, combining the Army facility investment strategy 2020—which rightsizes installations by reducing leases and unit footprints—with the facility investment strategy that sustains and improves existing facilities before building new ones, we will meet mission requirements at lower costs now and in the future. In addition, the first sergeants barracks program 2020 is the next stage in the evolution of unaccompanied housing management. The barracks program capitalizes on the increased presence of military leaders at installations by transferring responsibil-



The New Barracks Complex at Schofield Barracks, Hawaii, opened in December 2011. With the first sergeants barracks program 2020, mission units now handle the daily operation of quarters; several soldiers and an Army civilian will manage the average brigade-size barracks.



Natalie Taylor, exceptional family member program (EFMP) manager at Army Community Service at Redstone Arsenal, Ala., talks with a visitor. EFMP is the Armywide program for identifying active duty military families that have special-needs members. Soldiers enroll in the program, which is mandatory, through their installation medical facility.

ity for day-to-day operations and management of permanent party barracks from garrison civilians to military unit personnel.

As the Army adapts to a shifting defense posture, senior commanders need forces that are ready and quickly deployable. Soldiers and families also want predictable programs and services. Common levels of support make these possible by ensuring standardized delivery of services within available funds, by providing senior commanders with the performance measures and flexibility they need to tailor delivery, and by providing soldiers and families with a sense of predictability. Training areas and ranges ensure readiness of the total force. Army community service (ACS) programs and services embody the Army's proactive approach to promote the overall health of the force, prevent high-risk behaviors, and build strength and resilience in body, mind and spirit.

The Army family advocacy program (FAP) is committed to preventing domestic violence and child abuse and neglect by providing services such as prevention, identification, reporting, investigation, treatment, and information and education to support strong, self-reliant families. Army Child, Youth and School Services (CYSS) provides programs and services for children ages 6 weeks to 18 years to reduce the conflict between parental responsibilities and mission requirements, mitigate family stress, and reduce lost duty time resulting from child care and supervision issues.

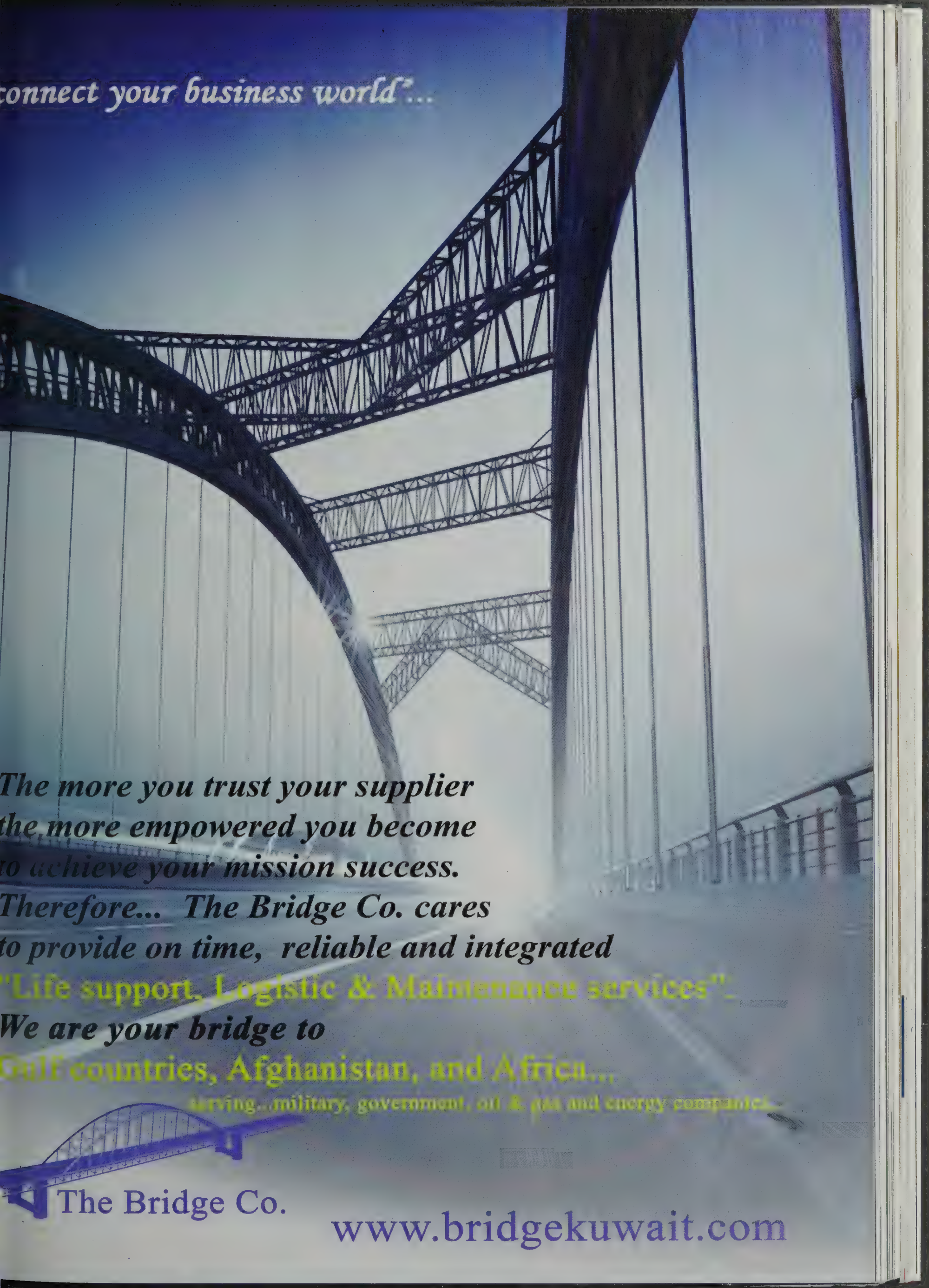
CYSS also provides access to accr- ited, affordable child care services t allow parents to serve with peace mind knowing that the Army rega the health, safety and well-being their children as an integral part of mission. Families also have access pre-kindergarten preparation and p- grams offering summer and school cation camp, instruction, and spo and fitness.

CYSS youth programs reduce occurrence of high-risk behaviors a provide safe activities when child are out of school. Youth sports and ness programs also play a vital role national efforts to combat childho obesity. And teens are provided portunities for workforce preparat and leadership development. C programs are available both on and installations.

To assist wounded warriors a their families, IMCOM provides p- grams and services focused on th unique needs, enabling the Army keep faith with those who have m the greatest sacrifices. The survi outreach services (SOS) program provides access to co prehensive information and services for survivors and tive and reserve component families as long as they de SOS support coordinators provide long-term emotica support. They offer outreach in the form of casework as tance, support groups and life skills education. They a connect survivors with community-based grief and trau resources. SOS financial counselors provide informatio budgets, insurance, taxes, investments and estate plann as well as provide expertise on local, state and federal vivor benefits.

Soldier and family assistance centers (SFACs) pro tailored, nonmedical support services such as educatio financial, employment, child care and military perso programs. SFAC staffs coordinate with federal, state, l and nongovernmental agencies to enhance the suppor ready provided to soldiers and their families.

Soldiers and families are diverse. They have diffe needs and they may need assistance at different times. stallations provide the services soldiers and their fam need most to ensure preparedness; to help them respon transitions, separations and deployments; and to alle the everyday stressors associated with military life. Army is committed to taking care of its soldiers and families. IMCOM is always looking for innovative way improve soldier and family programs, striving to bec more efficient and promoting partnerships through tra parency to ensure soldiers, families and civilians enjoy best quality of life at Army installations.


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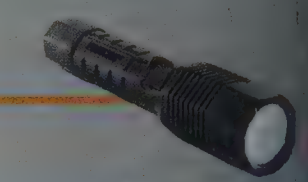
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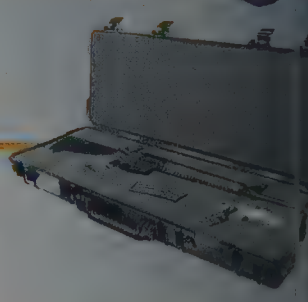
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Preparing the Army to Prevent, Shape And Win in Cyberspace

By LTG Rhett A. Hernandez*
Commanding General,
U.S. Army Cyber Command

Today's Army cannot conduct effective operations without assured access to cyberspace and to reliable information and communication networks. Maintaining our freedom to operate in cyberspace—while denying the same to our adversaries—is imperative as the Army embraces Mission Command doctrine and transitions to regionally aligned and mission-tailored forces designed to meet combatant commander requirements to prevent conflict, shape the strategic environment and win decisively. Under DoD's new strategic guidance, Army forces will also need to fulfill a broader range of missions, including operating effectively in cyberspace while reducing spending.

The new defense strategy calls for a joint force

G Edward C. Cardon has succeeded G Hernandez as commanding general J.S. Army Cyber Command. LTG rnandez has retired.





A panel of military, business and media leaders addresses Mission Command and cyber electromagnetic activities during the AUSA Institute of Land Warfare Mission Command Symposium in Kansas City, Mo., in June.

that is not only smaller and leaner but also agile, flexible, ready and technologically advanced. The strategy also recognizes the growing threats to the nation in cyberspace from adversaries with the potential to degrade, disrupt or destroy vital assets and infrastructure critical to society, our economy and military operations. Even in an era of declining budgets, transforming the Army to use cyberspace is crucial. To meet these challenges as our Army transitions, U.S. Army Cyber Command is leading the way, preparing the Army to prevent, shape and win decisively in cyberspace as it does on land.

Prevent

Cyberspace operations are critical to all phases of the continuum of operations, particularly in Phase 0, and can provide commanders with flexible options to prevent armed conflict and support commanders' objectives. By increasing the Army's capacity and capability in cyberspace through investments in people and technology, Army Cyber Command is bolstering the Army's credibility to deter aggressors and prevent future conflict across all domains. We are building a force of cyber warriors capable of providing a full range of dominant effects in and through cyberspace, and we are helping prepare Army forces to operate more effectively in and through cyberspace. To ensure we maintain our technological edge, we are working to shorten the time between identifying cyberspace require-



LTG Rhett A. Hernandez *was the commanding general of U.S. Army Cyber Command/Second Army. He was commissioned as a second lieutenant of Artillery from the U.S. Military Academy in 1976. Among other assignments, he served as the assistant division commander (Support), 1st Armored Division, U.S. Army Europe and Seventh Army, Germany, and Operation Iraqi Freedom; and the commanding general, U.S. Army Human Resources Command, Alexandria, Va. LTG Hernandez holds master's degrees in systems engineering from the University of Virginia and in national security and strategic studies from the National War College.*

ments and delivering solutions to soldiers.

The 780th Military Intelligence Brigade (Cyber) (7 MIB) represents the critical core of the Army's cyber wa force. The Army continues to build the 780th MIB to growing demands for its critical skills, conduct signals i ligence and computer network operations, and enable namic computer network defense operations of Army DoD networks.

U.S. Army Network Enterprise Technology Comma also building cyber protection teams to deter, disrupt defeat adversaries' cyberspace operations. Cyber prote teams consist of dedicated defensive operators, anal planners and leaders who are prepared to rapidly eval decide and act to defend Army and DoD networks.

In addition to building a cyber warrior force, strong t ing, leader development and education programs thro out the entire Army are critical to improving the Army' pability to operate effectively in cyberspace. The comm continues to work to incorporate cyberspace doctrine cyberspace operations into professional military educa and leader development.

Training to conduct cyberspace operations is a vital ponent to ensure we train as we fight. This year, we achi two critical goals toward institutionalizing cyberspace t ing. First, we have integrated cyberspace operations in combatant command exercises. We have doubled our pa ipation in U.S. Cyber Command, combatant command service exercises each year since 2010. We are providin peditionary cyber support elements to combatant comm and Army exercises in order for commanders to plan, grate and conduct cyberspace operations with their o tions. Second, our world-class cyberspace opposing fo now routinely part of combat training center rotations, viding realistic, challenging training to Army units preparing them to operate in a contested and degrade berspace environment.

Shape

Army Cyber Command helps the Army shape the st gic environment by working in collaboration with A service component commands and U.S. Cyber Comma build cyberspace security relationships with important a and partner nations through operational planning an building partner capacity. We continue to develop an crease our partnership building activities through incre engagement, training and exercises, education and changes, leader development, and assistance.

Our partnerships extend across our own governme well as industry and academia to help the Army stay a of our adversaries and up to speed with technology. W continuing to build a "cyberspace constellation" netwo critical and innovative cyberspace partners to use int tual capital and address the most significant challenge all share. We are working closely with the Cyber Res Center at the U.S. Military Academy, U.S. Army Res Laboratory and others to address cyberspace challenge portant to shaping the environment.

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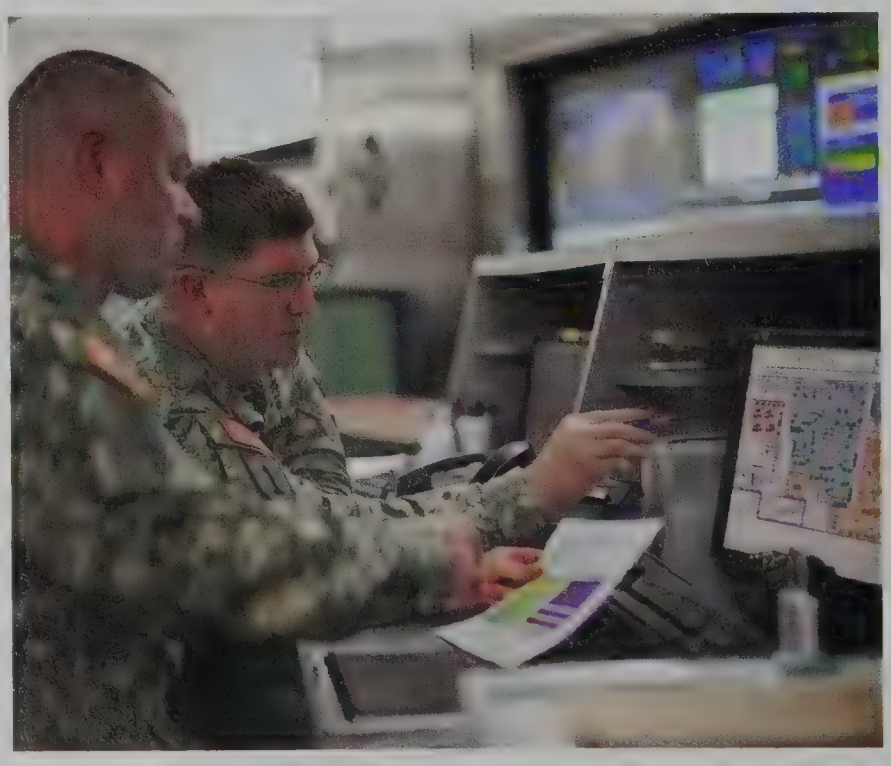
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Win

To win decisively, the Army must have assured access to cyberspace and reliable information and communication networks. A significant advantage will go to the side that can protect and secure critical information as well as gain and exploit advantages in cyberspace. Army Cyber Command has made tremendous progress safeguarding Army networks in the past year. We have significantly reduced the time it takes to identify, block and maneuver in response to adversary actions against Army networks. We are also proactively mitigating vulnerabilities identified in commercial software, resulting in a substantial reduction of incidents. We have also appreciably contracted the time it takes to deploy patches to protect networks. In addition, we now have unprecedented information sharing through relationships with law enforcement and the intelligence community, which improves the identification and prevention of network intrusions. Our staff assistance visits to units have also significantly increased our network readiness as seen during command cyber readiness inspections.

Winning on land and in cyberspace also requires a common operational picture (COP). Commanders need a COP to enable Mission Command and make informed operational decisions. To give commanders a COP in cyberspace, we are using tools to increase our visibility while we continue collaboration with U.S. Cyber Command and important partners to unify research efforts and combine operational data with intelligence on Army systems.

To ensure our ability to operate effectively in cyberspace, the Army will continue to transition networks to an operational warfighting platform extended to the tactical edge. Through convergence of DoD's multiple networks into one common and shared global network, the joint information environment will provide a more defensible cyber platform, enabling a full range of cyberspace operations. Cyber-trained and ready forces, however, will be the true assurance for mission execution.



The mission of 2nd Battalion, 1st Information Operations Command (Land), Fort Belvoir, Va., has shifted from computer network defense to cyber opposing force. The unit replicates hackers' methods in order to train those who defend the network.

Building for the Future

Army Cyber Command has three critical goals for the ture: build the cyber mission force; create a Cyber Cente Excellence; and increase our ability to coordinate, synch nize and conduct cyberspace operations. Maintaining momentum in these three areas will be critical to posture Army to conduct cyberspace operations.

Build the cyber mission force. Our No. 1 priority is to incre Army cyber capacity and grow the cyber warrior force support strategic and operational requirements. As the vice component to U.S. Cyber Command, Army Cyber lead the Army's efforts to grow cyber mission for throughout the Army (active duty, National Guard a Army Reserve). Army Cyber Mission Forces will be a pro sional force that is trained to a joint standard and recruit developed and retained to ensure a continuous pipeline cyber professionals (military and civilian) for the future. I ple, not technology, will be the key to cyberspace operatio

Create a Cyber Center of Excellence. During fiscal year 20 we will continue to increase cyber institutional and ope tional integration. Army Cyber Command and U.S. Ar Training and Doctrine Command are working togethe build institutional cyber capacity for the new Cyber Ce of Excellence (which may be located at Fort Gordon, G and grow this center to full operational capability. This i support consolidation of the cyberspace expertise wit the Army's signal, cyber, electronic warfare and military telligence communities to achieve the institutional and erational integration necessary to conduct effective cyb space operations.

Increase ability to coordinate, synchronize and conduct cy space operations. We will also continue to focus on increas our ability to coordinate, synchronize and conduct cyb space operations, as this is critical to support unified l operations. Commanders must have the capability to c duct integrated cyber planning and execution to achieve ber effects tied to their intent. This entails integration of berspace with the warfighting functions and within other domains. Our planners and analysts continue to i grate cyberspace targeting with objectives and the joint process, and to synchronize lethal and nonlethal effects.

* * *

With our professional team of elite, trusted, precise disciplined cyber warriors, Army Cyber Command will vide depth and versatility in the cyberspace domain to Army and the joint force. Working with our partner home and abroad, we will ensure the Army's freedom to erate in cyberspace and provide a secure and reliable work, enabling Mission Command and providing comm ders with cyber effects to meet their mission objective the tactical edge. By investing in people and using tech ogy, Army Cyber Command will deliver the advantage Army needs on land and in cyberspace to prevent, sh and win anywhere.

First Army: Supporting The Integration Of Our Operational Ready Reserve

By MG Kevin R. Wendel*
ting Commanding General, First Army

G Michael S. Tucker is now the mmanding general, First Army. MG endel is now commander, Combined curity Transition Command-Afghan-an/commander, NATO Training ssion-Afghanistan.

Assisting and Advising Afghan Partner Forces

The Security Forces Advise and Assist Teams' mission continues to be an important component of the comprehensive strategy to improve Afghan National Security Forces (ANSF) capabilities so they can assume responsibility for their internal security. Eighteen teams of First Army soldiers, totaling more than 160 skilled multicomponent officers and noncommissioned officers, deployed last year to Afghanistan for nine months as part of a total Army sourcing solution to assist Afghan army and police units in improving their operational, intelligence, maintenance, administration and training capabilities.



This mission demonstrates First Army's capabilities to respond and



In 2012, First Army soldiers deployed for only the second time in more than 50 years—as Security Forces Advise and Assist Teams in Afghanistan—and received combat patches. As U.S. Forces Command's executing agent for reserve component (RC) readiness, First Army trains, mobilizes, deploys and demobilizes RC forces supporting overseas contingency operations.

execute critical overseas missions. It highlights not only First Army's flexibility to train, assist and deploy reserve component (RC) forces in support of combatant commander requirements, but also its ability to train partner forces worldwide.

Reserve Component Training Support

The Army's total force policy ensures access to the operational reserve component to meet the demands of the combatant commanders while maintaining strategic depth and the capability to respond to homeland and global contingencies. RC forces will remain an integral part of how the Army meets these requirements. The RC will also be vital as we expand innovative ways to train for the full range of military operations to deliver a total force that is adaptable, flexible and tailored to meet Army requirements in a joint, interagency, intergovernmental and military environment.



MG Kevin R. Wendel *became acting commanding general of First Army in March. He has also commanded First Army Division East, Fort Meade, Md., since March 2011. He has served in various command positions, including deputy director, operations, U.S. Africa Command; director of operational maneuver, Third Army/U.S. Army Central, Kuwait; chief, Strategy Division, J-5, Joint Staff, Washington, D.C.; and assistant deputy director for strategy and policy, J-5. A graduate of the Command and General Staff College and U.S. Army War College, MG Wendel has master's degrees in public administration and strategic studies and theory-strategy.*

U.S. Army Forces Command h
delegated the authority for traini
and readiness oversight and the mo
lization and demobilization of
forces to First Army. As directed,
provide training to joint, combined,
teragency and active Army forces. F
Army's area of operations includes
forces stationed in the continen
United States, Puerto Rico and the U
Virgin Islands.

Since 9/11, First Army has mo
lized, trained and deployed more th
800,000 RC soldiers organized in
thousands of unit requirements
support of multiple contingency op
ations at home and abroad. This is
No. 1 priority as we continue to p
vide ready forces to ongoing cont
gency operations—nearly 47,400 s
diers mobilized in fiscal year (
2013, and we are on pace for 38,
soldiers in FY 2014. Simultaneou
First Army is rebalancing and expa
ing its Title 11 training capabilities to support nondepl
ing RC forces in support of National Guard and Army
serve training readiness strategies established by the Ar
force generation (ARFORGEN) process.

First Army's Organizational Structure

First Army is a multicomponent command, composed
units and personnel from the active Army, Army Natica
Guard and Army Reserve, as well as Department of the Ar
civilians. We are who we train: RC soldiers and leaders
count for almost two-thirds of our trainers and staff. Th
unique structure allows the command to use the capabili
of all its components to maximize resources and rapidly ap
best practices and lessons learned to RC training.

First Army is composed of two subordinate divisions
training support brigades, and 103 training and supp
battalions. This structure, combined with our geograp
dispersion across the continental United States, gives F
Army the ability to support RC training at multiple lo
tions, help design and resource training, build readin
and deliver RC forces that are trained and capable of
cuting the full range of military operations as part of
total force.

First Army also provides senior Army advisors to
National Guard. These active Army officers in the ranl
colonel or lieutenant colonel serve as the principal ad
sors to the state adjutants general for the managemen
federal resources within the state. They enable active co
ponent to RC integration, conduct routine inspections a
chair federal recognition promotion boards to confirm
the Secretary of the Army that a state and its subordi
Army National Guard units meet all requirements for f
eral recognition.

Premobilization Training Support

irst Army supports RC unit training conducted during kend drills and annual training periods. It does this by viding a tailored mix of skills and enablers with an emsis on major collective training events conducted during ARFORGEN Train/Ready Years 2 and 3. The intent is to st RC units in achieving the commander's training objecs and prescribed ARFORGEN readiness aim point(s) n entering the available force pool and sustaining aim nt proficiency. First Army training support consists of ning management assistance, trainer mentors (TM), gunvehicle crew evaluators, exercise design specialists and ect matter experts.

vital component of the tailored training support pack- is qualified and experienced trainers. The First Army ning Academy, located at Camp Shelby Joint Forces ning Center, Miss., trains soldiers to serve as TMs and nter-improvised explosive device master trainers and dardizes TM skills across First Army. The Trainer Men- Course uses a combination of classroom instruction and ds-on field training to teach the fundamentals of plang, conducting and assessing training. The course empha- s the after-action review process and doctrine updates. pled with a soldier's experience, this course provides an ctive base for advising, assisting and training RC units soldiers. Upon course completion, trainers are certified heir commanders as First Army TMs (equivalent to the erver-controllers at the combat training centers). In 2012, t Army implemented a mobile training team approach xtend the reach of RC trainer capabilities.

Mobilization Operations

irst Army mobilization operations are executed in accorce with the pre/post-mobilization training concept preped by Department of the Army and U.S. Army Forces mmand (FORSCOM). First Army trainers ensure that bilized RC units and soldiers complete all required indiual, leader and collective training as prescribed by Headrters, Department of the Army (HQDA), FORSCOM and gaining combatant commander. Trainers also make sure e units and soldiers participate in a culminating training nt (CTE) before deployment. The CTE is a major collec- event that replicates the operational environment and ws a unit to demonstrate its overall readiness and capay to perform its assigned mission while deployed. First ny ensures that mobilized RC units meet FORSCOM, DA and theater-prescribed training readiness levels be- they are validated for deployment. RC units are deved in sufficient time to meet their prescribed latest ar- l date in theater and comply with the Secretary of the ny's 12-month mobilization policy.

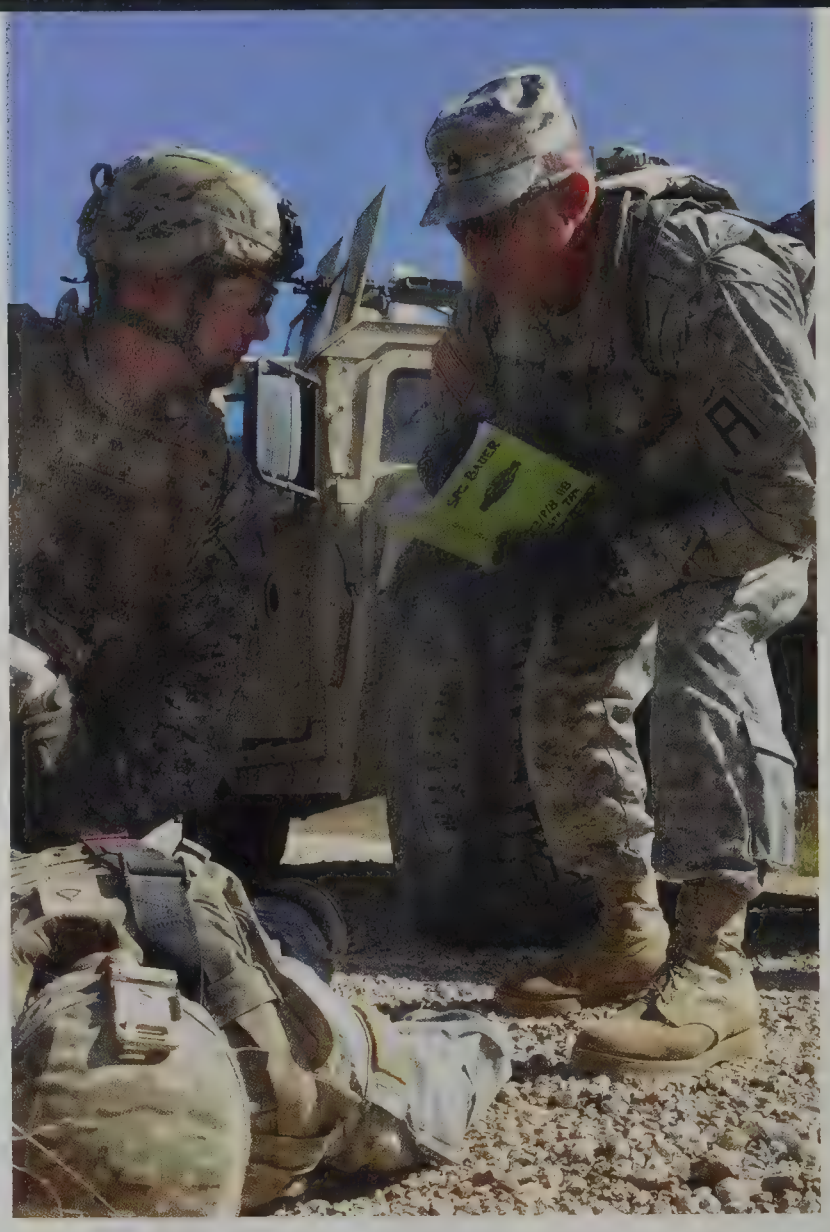
irst Army mobilizes RC units and soldiers at five pri- y mobilization training centers: Fort Bliss and Fort od, Texas; Joint Base McGuire-Dix-Lakehurst, N.J.; Camp lby Joint Forces Training Center, Miss.; and Camp Atter- y Joint Maneuver Training Center, Ind. The number of ve mobilization training centers is directly related to the size and scope of worldwide mobilization requirements.



SSG Henry Delevett (right), an observer-controller/trainer with First Army Division West's 479th Field Artillery Brigade, watches a medic with the Army Reserve's 311th Expeditionary Sustainment Command treat a simulated casualty during training at Fort Hood, Texas.

Before a unit is mobilized, First Army conducts a series of in-progress reviews to ensure that commanders and leaders understand mobilization requirements, identify and mitigate resource and staffing issues, review unit readiness, and develop single integrated training plans. Close, continuous collaboration is maintained with the unit commanders, the National Guard Bureau, Joint Force Headquarters-State and U.S. Army Reserve headquarters to build readiness as units approach their Title 10 mobilization date.

First Army fully resources mobilization operations and executes mission-focused training for hundreds of individual skill sets and, at the collective level, as many as 77 different missions in support of combatant commanders. Contingency operations include Operation Enduring Freedom, Multinational Force and Observers in Sinai and Horn of Africa, the Kosovo Force in the Balkans, and various Homeland Security missions in the continental United States. First Army trains RC units for missions involving division headquarters, combat aviation brigades, sustainment commands, brigade combat teams, smaller scale functional and multifunctional units and "out of design" missions such as agri-



Right, at Camp Shelby Joint Forces Training Center, Miss., SFC Robert Bauer (right), a trainer/mentor with the 188th Infantry Brigade, gives SPC Drake Snell, a medic with the 1/134th Field Artillery Battalion, Ohio National Guard, pointers on how to treat a casualty. Below, CPT Houng Lee, trainer/mentor with 2nd Battalion, 309th Regiment, serves as a gunner during training at Joint Base McGuire-Dix-Lakehurst, N.J. He graduated from the First Army Training Academy and now supports the 174th Infantry Brigade's training mission.



cultural development teams, provincial reconstruction teams, and security force assistance advisor teams.

The demobilization of RC forces is planned, resourced and executed with the same level of detail and command emphasis as mobilization. The Army's requirements-based demobilization process focuses on transitioning personnel from active to reserve status, providing tailored administrative, health and employment assistance, and giving professional development support to every demobilizing soldier. For those who may require extended support, a personalized plan is developed to ensure that the longer term needs of the soldier are met by the Army, Department of Veterans Affairs (VA) and other supporting organizations. Also, the VA and Department of Labor are partners in the Veteran's Opportunity to Work/Transition Assistance Program, a major initiative to help soldiers transition and succeed beyond active duty service. During the past 16 months, this constantly improving process resulted in a positive impact on more than 1,800 returning units and more than 60,000 demobilizing RC soldiers.

Enterprise Partners

First Army uses the capabilities and resources of the total Army, other services, the interagency and the Integrated Training Environment (ITE) to support RC training and mobilization operations. Enterprise partners include the 75th Training Command (Mission Command), 84th Training Command supporting installation commanders, Mission Command Training Center at Fort Leavenworth, Kan., Army Reserve Intelligence Support Center, Training and Doctrine Command, Medical Command, Dental Command, Army Materiel Command, Army Sustainment Command, the Foreign Service Institute, other services' training centers and multiple centers of excellence.

First Army trainers use the capabilities available across the Army's IT to maximize training time and resources. Linking training aids, devices, simulators, simulations, infrastructure, Mission Command and knowledge management systems to training replicates the operational environment and provides a more realistic training experience. This "blended training" strategy provides greater flexibility to the RC to use multiple locations, increase training time, manage costs and gain better feedback.

First Army trainers promote live virtual constructive gaming (LVCG) capabilities to maximize the use of resources and deliver increased readiness. Enhancing RC unit training through LVCG capabilities allows RC units to conduct distributed training from multiple locations to build Mission Command, integrate enablers and increase mission effectiveness. The LVCG concepts are now incorporated into pre-deployment training.

* * *

As FORSCOM's executing agent, First Army provides trained and ready forces to meet the needs of the combatant commands. It is postured as the total Army's force of choice for collective training and sustaining the long-term readiness and integration of our nation's reserve components.

Third Army/ARCENT: Making History, Defending America Forward

By LTG James L. Terry
Commanding General, Third Army/
U.S. Army Central Command

Third Army/U.S. Army Central Command (ARCENT) continues to support and lead joint operations across the U.S. Central Command (CENTCOM) area of responsibility (AOR). We are America's land force professionals—experts in the Middle East and Central Asia.

Our successes to date demonstrate the diversity and flexibility of Army component commands. The entire organization will continue to adapt to meet the demands of changing regional and U.S. domestic interests in a complex, uncertain and unpredictable environment. As always, these challenges can lead to opportunities that we can use to shape the joint environment as we continue to actively export our professionalism to militaries throughout the AOR.





From its headquarters in Patton Hall at Shaw Air Force Base outside Sumter, S.C., Third Army/U.S. Army Central Command (AF CENT) supports and leads joint operations across U.S. Central Command's area of responsibility: the Middle East and Central Asi

We are building a flexible, agile approach to enable military means, leveraging other partners and elements of power to achieve U.S. national objectives going forward.

Our main command post is co-located at Shaw Air Force Base, S.C., with U.S. Air Forces Central Command. Half of our headquarters lives in the AOR. We have a robust, committed rotational presence in seven countries as well as recurring engagements in 12 others. Forward presence is critical to our mission success. Our forward deployed forces in Kuwait—a rotational brigade combat team and combat aviation brigades at Camp Buehring—conduct daily coalition training with our Kuwaiti counterparts, including large-scale combined arms maneuvers. Similarly, our specialties—for example, our chaplains—have been able to build a great relationship with their counterparts in the Kuwaiti Ministry of Defense, and we have conducted several mutually beneficial exchanges.



LTG James L. Terry *assumed command of Third Army/U.S. Army Central Command in June. He previously served as commander, International Security Assistance Force Joint Command; deputy commander, U.S. Forces-Afghanistan; and commanding general of U.S. Army V Corps. LTG Terry also served as commander, ISAF Regional Command South, from 2010–2011; deputy commanding general (operations), 10th Mountain Division (Light), from 2004–2007; and deputy commanding general (operations), Combined Joint Task Force-76, from 2006–2007. He holds a bachelor's degree in marketing and management from North Georgia College, an MBA from Webster University and a master's degree in national security strategy and policy from the National Defense University.*

In the same way we have worked with Kuwait, we l forged increasing humanitarian capacity over the past with Jordan, one of our most dependable allies in the re Innovative and modular approaches to the Syrian crisis l resulted in support of Jordanian humanitarian assistance forts. One outcome of our Jordanian partnership is a creasing number of professional development activi such as those between female soldiers from both armies. type of forward engagement builds trust and relationshi

As we continue major sustainment and retrograde op tions in Afghanistan, we support CENTCOM's comm emphasis on joint interdependent operations across AOR. Land forces will continue to be a critical part of future joint operations, including providing essential c bilities in support of other joint and coalition eleme such as special operations. Third Army/ARCENT prov unique capabilities and capacity, including air def against surface-to-surface missiles, armor to defend ag ground attack, and attack helicopters that can address s boat threats.

Supporting and supported relationships are all a teamwork, and we'll need to keep demonstrating g teamwork for future missions, especially in the L and Afghanistan. One excellent example of this joint te work is the fact that U.S. Army Apache helicopters our attached combat aviation brigade are practicing l ings on U.S. Navy ships in the Arabian Gulf. Anothe ample is the integration of U.S. Army Patriot missiles the integrated air and missile defense system across entire AOR.

One new aspect of the joint fight is the Army's reg ally aligned forces (RAF) concept. Third Army/ARC is leading the U.S. Army Forces Command-supported community of purpose to share lessons learned acros force. The value of RAF is demonstrated by the 1st

red Division. This regional alignnt provides the commander of NTCOM with a versatile, respone and consistently available Army ce to meet requirements across a ad range of military operations, inding operational missions such as is response; theater security coopion activities; training, equipping l partnering with host nation mili forces; and bilateral and multilatl military exercises. This regional gnment also focuses on the human nension of warfare, in which the my has been engaged over the past years. Third Army/ARCENT unstands that soldiers will operate in era of persistent conflict among pulations with diverse religious, nic and societal values.

We are also approaching comple- of the new Third Army/ARNT Mission Command initiative, italizing on the digital natives in formation. Setting a new standard digital integration, Third Army/CENT has connected the combined rmation data exchange system with the command post he future. For the first time, our Mission Command sys- have a searchable, robust database that provides inased situational awareness and near-real-time collabo- ion. These initiatives have digitally transformed the dquarters and revolutionized the way the staff collabo- es and shares information.

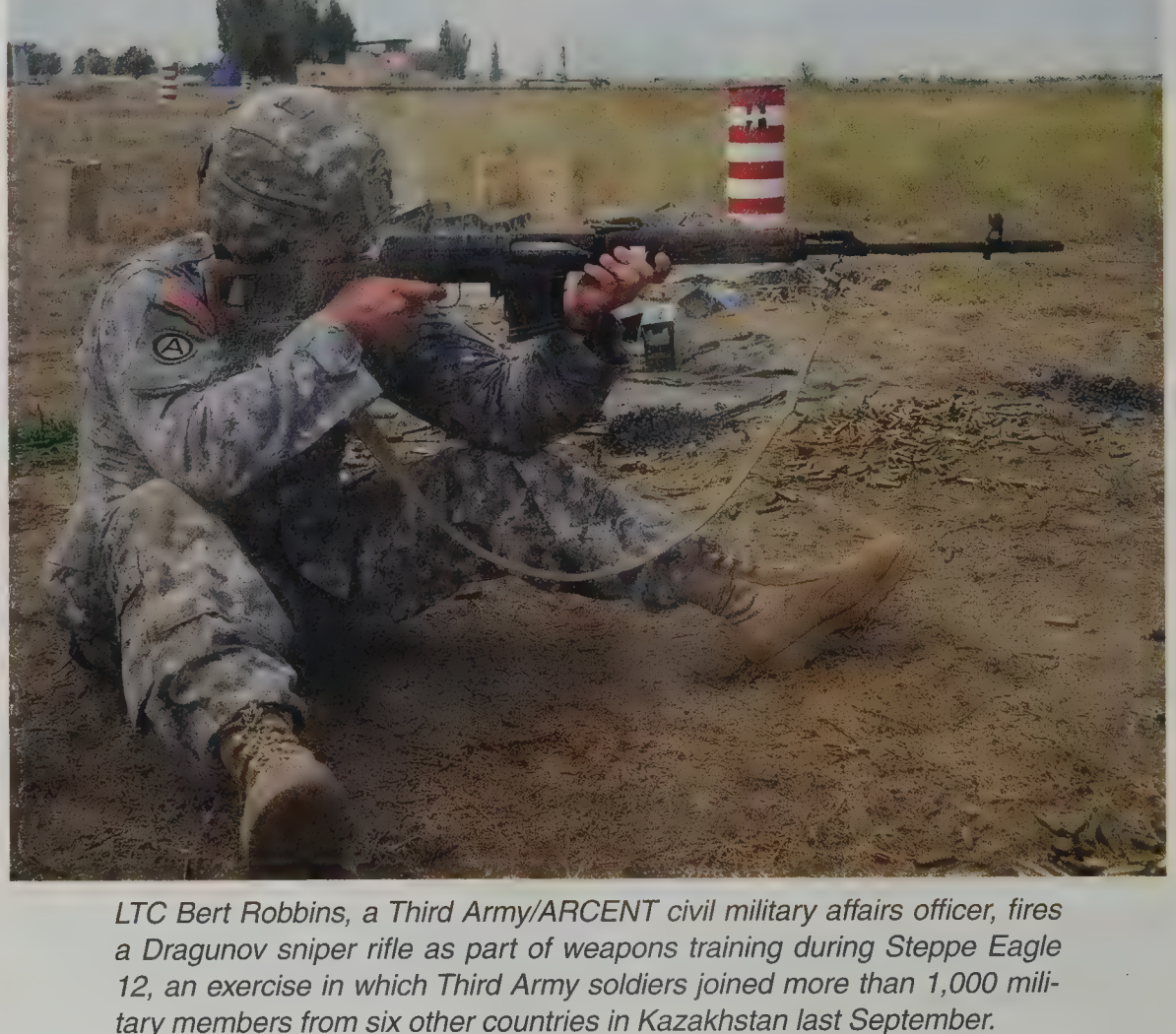


Third Army soldiers stack up beside a building during the Warrior Leader Course situational training exercise held last year at Camp Buehring, Kuwait. A rotational brigade combat team and combat aviation brigades are forward deployed in Kuwait.

We are also continuing to set the AOR with the right posture and presence to prevent, shape, and—if necessary—fight and win. We are in a new Phase 0, and we are realigning our footprint to reflect the end of U.S. combat operations in Iraq, the winding down of combat operations in Afghanistan and our commitment to continue to assist our allies in the region. Although Kuwait is one of our most important and longest-lasting regional partners and our operational command post remains there, we have already withdrawn U.S. presence at several locations in Kuwait, including Camps New York, Virginia and Pennsylvania, as well



LTG James L. Terry (left) assumes command and receives the Third Army colors from Army Vice Chief of Staff GEN John F. Campbell during a change of command ceremony at Shaw Air Force Base in June. It was the unit's first change of command since 2011, when Third Army completed a relocation from Georgia.



LTC Bert Robbins, a Third Army/ARCENT civil military affairs officer, fires a Dragunov sniper rifle as part of weapons training during Steppe Eagle 12, an exercise in which Third Army soldiers joined more than 1,000 military members from six other countries in Kazakhstan last September.

as the Logistics Support Activity at Ali Al Salem Air Base. Furthermore, we are rightsizing and making Camp Arifjan and Camp Buehring more energy efficient.

We recognize there are challenges in the upcoming year, and our AOR will continue to be characterized by protracted conflict and unrest. CENTCOM characterizes this as "2-3-4," or: two situations (Arab Spring, perception of U.S. withdrawal); three confrontations (Sunni-Shia, Arab-Israel and Pakistan-India); and four conflicts (war on terror, Afghanistan, Iran and Syria).

Supporting Afghanistan, of course, remains our top priority. Retrograde operations in support of Operation Enduring Freedom are postured to complete the drawdown process by the end of 2014. An essential area of focus is to identify enduring functions currently in Afghanistan while validating AOR-wide requirements beyond fiscal year 2015.

This drawdown is a tough task, and Afghanistan is very different from Iraq, posing unique challenges. We do not have the ability to drive out of Afghanistan the same way we drove out of Iraq. Furthermore, the size of the task is daunting: We need to move nearly $30 billion worth of equipment, including 28,000 vehicles and 90,000 shipping containers.

Third Army has some valuable experience in how to do this, having successfully led the drawdown of equipment and personnel from Iraq. We know how to organize all the enterprise players: transportation, logistics and the U.S. diplomatic corps, which is critical to communicating with our partner countries. While this
be a monumental challenge, Th
Army/ARCENT soldiers have m
history before by making the impo
ble possible—and will do so again.

Third Army/ARCENT is the exa
ple for military land forces in the
gion. As tensions and volatility lin
from the Arab Spring, we must
main ready for any eventuality.
must also continue to develop ef
tive relationships with regional p
ners who are willing and able to p
vide access and permissions for U
forces to conduct contingency op
tions and respond to emerging ev
in the AOR. We shape the future v
visits, exchanges and exercises such
Steppe Eagle in Kazakhstan, Bri
Star in Egypt and Eager Lion in
dan. These interactions build relat
ships, improve our partners' op
tional capabilities and increase th
ability to conduct peace support op
ations as part of internationally s
tioned multinational operations.

We are also keeping our eye on
greatest cause of instability across our AOR: Iran. Des
significant economic sanctions and increased diplom
isolation within the global community, Iran continues to
port instability and violence. Similarly, the conflict in S
is a destabilizing influence. As the Syrian crisis enter
third year, there is little evidence to suggest that an en
the conflict is imminent. The regime has shown a grow
willingness to escalate violence and has used almost ev
conventional weapon in its arsenal. We maintain an un
vering vigilance for any employment of chemical and
logical weapons.

Fiscal years 2014 and 2015 will be complicated by b
getary pressure and uncertainty, but we are up to the c
lenge. Our deployed forces not only provide securit
U.S. interests and protection to our bases abroad but
engage with partner nation militaries. Force reductions
affect our ability to maintain our military-to-military
tionships with our partnered countries. We must be
tious as a significant reduction may be seen as retrea
from our friends in the region. These nations trust
United States. We are a valued partner in our AOR, and
important that we remain so.

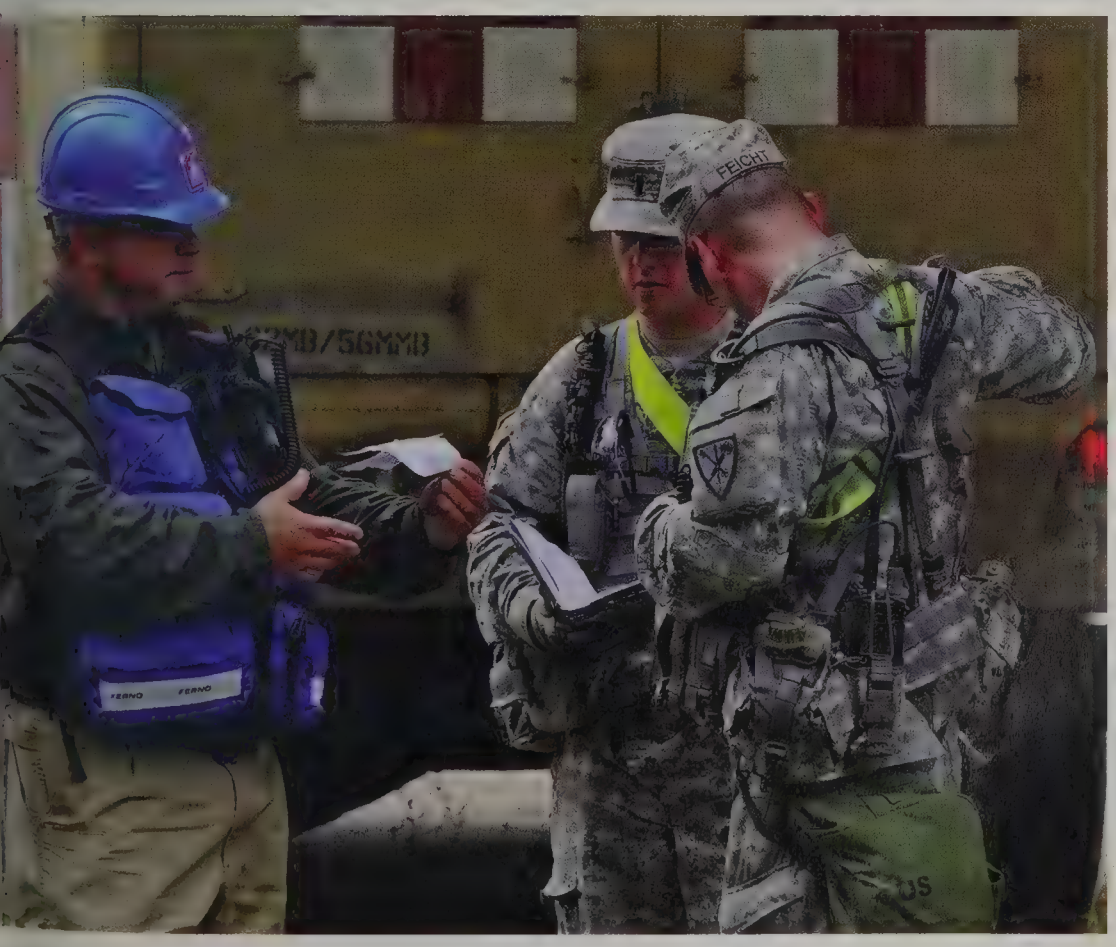
Consistent, predictable engagements demonstrate a
gible commitment to our regional partners. Boots on
ground, no matter how many, can still have a huge imp
For example, Tajikistan has just certified its first ever pe
keeping unit, which will support international effort
Mali. Committing a small amount of resources in eng
ments and cooperation events now will end up savi
large amount of U.S. resources in future conflicts.

U.S. Army North: Ready to Support

By LTG Perry L. Wiggins
Commanding General,
U.S. Army North (Fifth Army)

While our soldiers are engaged throughout the world, we must never lose sight of the U.S. Army's most vital mission: to defend our homeland and our way of life. That's why when disaster strikes, U.S Army North (ARNORTH) is there. Our no-fail mission is nothing less than protecting the American people in their time of greatest need.

ARNORTH, the Army service component command for U.S. Northern Command, has an area of responsibility stretching from the Canadian Arctic to the southern border of Mexico. It is the lead Army command for homeland defense, defense support of civil authorities (DSCA), and theater security cooperation with the armies of Canada, Mexico and the Bahamas.





Servicemembers representing the different commands throughout Fort Sam Houston-Joint Base San Antonio, Texas, assembled on the parade field last November to honor Vietnam veterans during the Vietnam Veterans' 50th Anniversary Welcome Home Ceremony.

The soldiers and civilians of ARNORTH serve throughout the continental United States, where they work alongside federal, state and local governments. They help protect our fellow Americans from natural and man-made disasters and defend the homeland by empowering others to defeat transnational organized crime. U.S. Army North's organic and attached units help us accomplish this critical mission:

■ Our defense coordinating elements are nine-man teams embedded within each of the 10 Federal Emergency Management Agency (FEMA) regional headquarters. Led by a defense coordinating officer (an Army O-6), these teams play a vital role in coordinating and synchronizing federal military support during an emergency within their FEMA region as well as throughout the United States.

■ ARNORTH's contingency command post, known as Task Force 51, is capable of providing Mission Command for federal land forces assigned or attached to U.S. Northern Command (USNORTHCOM) during a homeland defense or DSCA scenario. The contingency command post is a rapidly deployable standing organization, which can be augmented with members of the ARNORTH staff during a major disaster or emergency.

■ The civil support training activity (CSTA), located at Fort Sam Houston, Joint Base San Antonio, Texas, and Rock Island, Ill., is the Army's premier chemical, biological, radiological and nuclear (CBRN) consequence management training organization, providing specialized technical training to DoD's CBRN response enterprise (CRE). In fiscal year 2013, CSTA facilitated more than 200 situational training exercises and evaluations, ensuring successful validation and sustainment training of elements of the CRE.

■ Joint Task Force (JTF)-North, located at Fort Bliss, Texas, is under ARNORTH's operational control. JTF-North is the DoD organization tasked to support the nation's federal law enforcement agencies in the identification of suspected drug and narcoterrorism activities. JTF-North's homeland security support missions enhance federal law enforcement agencies' efforts to secure the homeland by providing supplemental and unique military capabilities. JTF-North's support missions are a win-win for the nation. Participating Army units gain valuable training opportunities, while law enforcement agencies get much needed support, helping them secure our border and protect our citizens.

■ JTF-Civil Support (CS), also under ARNORTH's operational control, serves as USNORTHCOM's standing joint task force for CBRN consequence management response. In the event of a CBRN incident, JTF-CS can rapidly deploy and provide Mission Command for federal elements of the CRE to assist federal, state, local and tribal partners in saving lives, preventing further injury and providing critical support to enable community recovery.

ARNORTH has made immense progress in the past year with regard to the DoD CBRN response enterprise, which draws upon the strength of joint forces and the total Army. The CRE includes state-level response forces—National Guard organizations, such as the nation's 54 weapons of mass destruction civil support teams—17 CBRN enhanced force packages, and 10 regionally aligned homeland response forces. At the federal level is the Defense CBRN Response Force, which brings with it an initial response force specializing in mass decontamination of civilians, technical search and extraction, medical triage, and lifesaving and sustaining capabilities. Federal forces include the two Command and Control CBRN Response Elements (C2CRE-A



LTG Perry L. Wiggins *is the commanding general of U.S. Army North (Fifth Army). Previously, he served as deputy commanding general, U.S. Army North, and commanding general, First Army Division (West) at Fort Hood, Texas. He also has served as assistant division commander for Maneuver, 1st Infantry Division; acting commander of the 1st Infantry Division and Fort Riley, Kan.; and on the Joint Staff at the Pentagon. LTG Wiggins participated in Operations Desert Shield, Desert Storm, Joint Guardian, Desert Fox, Desert Thunder, Southern Watch and Iraqi Freedom. His military education includes the Command and General Staff College and the U.S. Army War College, where he earned a master's degree in strategic studies.*

-B), which consist of a two-star quarters plus an initial response . Altogether, more than 18,000 ser- members and civilians are dedi- to the CRE.

e CRE was assessed as fully oper- al capable in October 2012 after a ous training program, culminat- n a certification exercise called Vi- Response. Held annually at Indi- Camp Atterbury Joint Maneuver ing Center and Muscatatuck Cen- or Complex Operations, Vibrant onse is a massive capstone train- event involving more than 8,000 ers, role-players and observer- rollers. Vibrant Response simu- the effects of a 10-kiloton nuclear nation in a major American city.

12's Vibrant Response was the st confirmation exercise to date for -specialized response forces. It oc- ed over a 19-day period during h soldiers, Department of the y civilians and emergency response workers from more 25 states and territories participated in more than 200 raining events in 11 training areas throughout the state diana. 2013's Vibrant Response included interagency ers from FEMA, the Department of Energy and the Ohio rgency Management Agency, making the exercise more stic than ever. As in previous iterations, it focused on fying the CRE's technical support forces and included a st command post exercise that concentrated on Mission mand.

nother important ARNORTH function is to provide de- e support of civil authorities following natural and -made disasters, as it did in the wake of Hurricanes and Sandy in 2012. In each case, command and control elements—some taken from the CRE—were forward deployed to facilitate coordination and expedite the employment of federal capabilities.

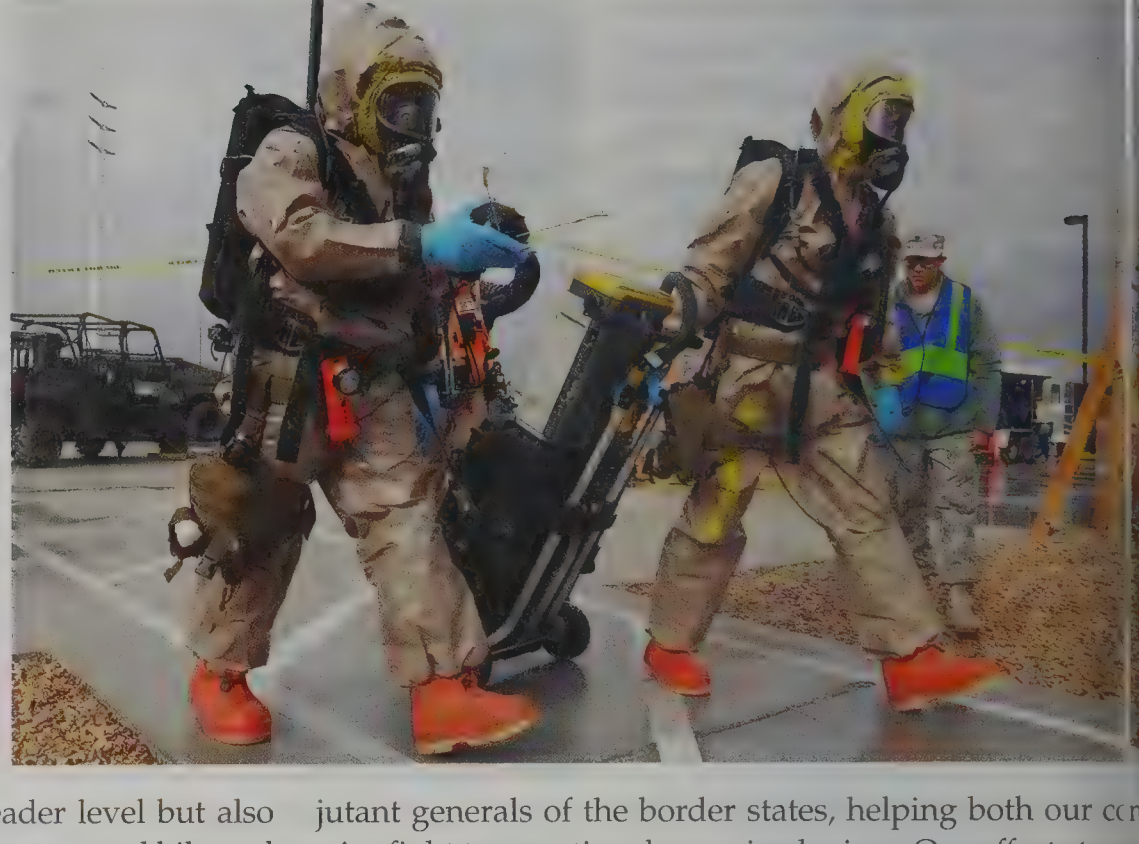


SFC Wendell Reed radios in on a microphone inside his protective equipment after he and his partner detected radiation while clearing a route at the Muscatatuck Urban Training Center (MUTC) in Indiana as part of Vibrant Response 13, a catastrophic incident exercise conducted by U.S. Northern Command and led by U.S. Army North.

After Hurricane Sandy struck the East Coast, ARNORTH forward deployed six defense coordinating elements and coordinated the movement of more than 1,600 DoD personnel, 121 civilian power restoration vehicles, 244 civilian technicians, 55 fuel trucks and other military assets in the region over a period of 31 days. Most notably, ARNORTH helped employ more than 100 water pumping teams to alleviate the flooding in the subterranean areas of New York and New Jersey. Working closely with the Defense Logistics Agency and the U.S. Army Corps of Engineers, ARNORTH facilitated the delivery of more than eight million gallons of fuel and provided electricity to more than 55,000 families. This event demonstrated the flexibility, agility and professionalism of elements throughout ARNORTH.



Members of the 51st Weapons of Mass Destruction Civil Support Team, Michigan Army National Guard, prepare to monitor an area for radiation and other hazards after a simulated 10-kiloton nuclear detonation at MUTC for Vibrant Response 12. The exercise was designed to prepare federal military forces to respond to a catastrophic chemical, biological, radiological or nuclear incident in the homeland.



SGT Anthony Sarmiento (left) and SSG Michael Noyes, survey team members with the 92nd Civil Support Team, Nevada Army National Guard, collect samples from a possible chemical or biological attack as part of a training proficiency exercise conducted by U.S. Army North's Civil Support Training Activity at the Las Vegas Readiness Center.

Finally, ARNORTH continued its efforts to build an enduring partnership with Mexico's National Defense Secretariat (SEDENA). As the lead agency for military-to-military relations with SEDENA, ARNORTH's engagement strategy focuses not only on building relationships at the senior leader level but also facilitating small-unit tactical training programs and bilateral training exercises.

ARNORTH hosted six Mexican general officers and their spouses in San Antonio, Texas, as part of an ongoing program known as the Fifth Army inter-American relations program (FIARP). Held annually since the end of World War II, FIARP allows military officials on both sides of the border to build a greater understanding of one another's roles and focus on mutual security issues. Our senior military-to-military relationship program continued throughout the year with engagements such as the Southwest Border Commanders Conference. Held in Monterey, Calif., the conference facilitated an exchange of information between officials from SEDENA's regional commands and the state adjutant generals of the border states, helping both our co tries fight transnational organized crime. Our efforts to c bat transnational organized crime continue during quart border contact meetings, in which officials from SEDEN five military border zones coordinate with officials f U.S. Customs and Border Protection to exchange action information.

ARNORTH continued its training program with h Mexican army, conducting 65 training events during fi year 2013, including programs of instruction in cou such as tactical intelligence and counter-improvised ex sive device operations. Though the total number of train events slightly decreased from the previous year's h training is far more extensive: Most programs of instruc are now up to three weeks long.



A military defense chemical, biological, radiological and nuclear response force assumes the mission from state response forces at Camp Atterbury Joint Maneuver Training Center, Ind., as a rehearsal of DoD's tiered response capabilities in Vibrant Response 12.

In an unprecedented move, six Mx can doctors traveled to Afghanista observe medical evacuation proced from the point of injury to level 3 m ical care, then to Landstuhl, Germ to observe level 4 care. ARNORTH tinues to incorporate our Mexican p ners in bilateral training exercises s as Ardent Sentry, during which cials from both nations must worl gether to coordinate a response CBRN incident along the U.S.-Me border.

Our homeland is a complex the Army forces must integrate thei forts with a multitude of agencie ensure unity of effort. At the end o day, however, our success or fai has a direct impact on the live everyday Americans. Though th may be arduous, it is necessary to guard our fellow citizens and our of life.

Eighth Army Marks 60 Years of the 'Greatest Alliance in the World'

LTG Bernard S. Champoux
Commanding General,
Eighth U.S. Army

This year marks the 60th anniversary of the signing of the Korean War Armistice. President Harry Truman understood the importance and significance of Asia and the threat that communism presented to free nations. On June 27, 1950, he argued that "communism has passed beyond the use of subversion to conquer independent nations and will now use armed invasion and war." This set the stage for the greatest alliance in the world, which endures today. As one of the great success stories of our time, the Republic of Korea (ROK) has risen from the ashes and rubble of a war-torn country to become a vibrant democracy, global economic power and world leader. From Vietnam to Iraq and Afghanistan, the ROK has





"Manchu" soldiers from 2nd Battalion, 9th Infantry Regiment, 1st Armored Brigade Combat Team, 2nd Infantry Division, work with the Republic of Korea army's 6th Engineer Brigade in their first large-scale river crossing training in almost 10 years.

served alongside the United States, a testament to our enduring alliance.

This year, Eighth Army, along with the Korean government, honors the sacrifices of those who defended freedom over the last 60 years. Eighth Army—America's Pacific victors—continues to stand shoulder to shoulder with our alliance partners to maintain that freedom and defend the ROK against external aggression while maintaining peace and stability on the Korean peninsula. Veterans and their families continue to return to the ROK to celebrate the 60th anniversary and pay their respects to all those who fought and died defending this great nation.

Elevated Tensions and Risks

Over the past three years, North Korea has increased its rhetoric and provocations against the United States and the ROK. With the sinking of the ROK naval vessel *Cheonan* and attack on Yeonpyeong Island, North Korea continued its strategic provocation cycle. These provocations resu in the deaths of 50 military and civilian personnel, and were followed by ballistic missile launches, a third nuc test, bellicose rhetoric directed toward the United States, and northeast Asia, and threats to attack our homela The current cycle of North Korean provocations is likel be the new norm on the Korean peninsula, and Eig Army is prepared to fight alongside the ROK at any time



LTG Bernard S. Champoux *assumed command of Eighth U.S. Army in June. Previously he was assistant chief of staff, U-3, for United Nations Command/Combined Forces Command C-3/U.S. Forces Korea J-3. In addition to commanding two Ranger companies and the 25th Infantry Division, LTG Champoux served as executive officer to the commander in chief, U.S. Southern Command, Miami; executive assistant to the Vice Chairman of the Joint Chiefs of Staff, Washington, D.C.; assistant division commander for operations, 25th Infantry Division (Light); deputy commanding general for operations, Combined Joint Task Force-76, Afghanistan; deputy commander for security and deputy chief of staff for operations, International Security Assistance Force; and deputy chief and chief of legislative liaison, Office of the Secretary of the Army. LTG Champoux holds a bachelor's degree in sociology from Saint Anselm College, Manchester, N.H., and his military education includes the Command and General Staff College and the U.S. Army War College.*

Our Mission

Eighth Army has transformed from its previous rol an Army service component command to the only stand operational field headquarters in the U.S. Army that is sponsible for the Mission Command for a warfighting c bined joint task force. In order to execute this complex dynamic mission, Eighth Army deployed a new mo command post for Mission Command-assigned forces a where on the Korean peninsula. This headquarters serves as the Korean Theater of Operations Army fo command, charged with conducting noncombatant eva ation operations and supporting U.S. and allied forces reinforce the peninsula.

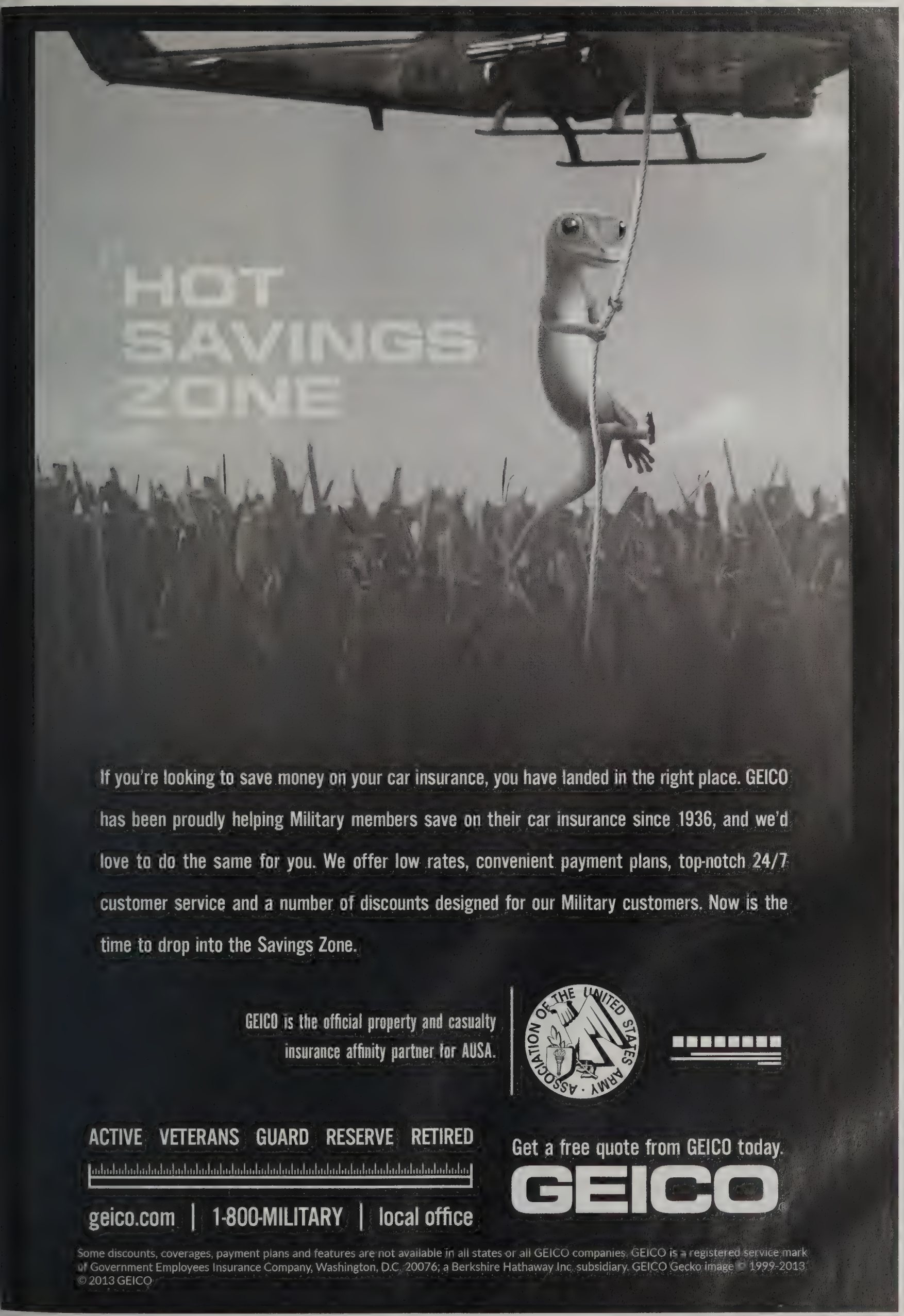
Joint and Combined: A Special Alliance

Eighth Army sits at the critical intersection of Amer political, military and economic interests in the region remains DoD's most identifiable, effective and endu commitment to support allies and deter potential ad saries. As our nation rebalances toward the Asia-Pacifi gion, the alliance framework remains the foundation fo gional security. To support these efforts, the United St continues to strengthen and modernize ties with the R by enhancing combined exercises, increasing coopera and training, and intensifying coordination on all aspec regional security.

U.S. national leadership continuously reaffirms its c mitment to the defense of the ROK and the ROK-U.S. liance. The United States also actively seeks new opport ties for expanding training and engaging new partners. conduct two major joint military exercises in Korea an ally (Ulchi Freedom Guardian and Key Resolve) to impr the interoperability of ROK-U.S. forces. Eighth Army ticipates in several other joint exercises in the Asia-Pa region, including Yama Sakura in Japan, Balikatan in Philippines and Cobra Gold in Thailand. These regiona ercises do not detract from our commitment to the secu of the Korean peninsula. In fact, they enhance our readi to confront and defeat a wide variety of threats to the liance. Our mission is clear: Deter aggression and, if ne sary, generate combat power and execute unified land erations. We are here to defend the ROK.

Eighth Army Readiness

Readiness is the ultimate deterrent against North K and remains Eighth Army's No. 1 priority. Maintaining combat edge through tough, realistic, combined trainin



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Right: Soldiers from the 23rd Chemical Battalion and 110th Chemical Battalion, Joint Base Lewis-McChord, Wash., participate in a combined U.S. and Republic of Korea exercise, Operation Saber Strike II. The exercise focused on detecting, identifying and defending against chemical, biological, radiological and nuclear threats. Below: At Dukwon High School in Seoul, Republic of Korea, a student shows vocalist SGT Randy Holmes his dance moves during a performance by Different Shades of Seoul, an ensemble group from the Eighth Army Band.



fundamental to readiness. Eighth Army's motto, "Fight Tonight," is more than words—it's a way of life. In a complex, dynamic environment, coupled with the unpredictable North Korean threat, we must maintain the highest levels of readiness. We stand ready to execute our mission at a moment's notice, and we continue moving forward to strengthen and modernize our presence on the Korean peninsula to provide a more agile and technologically capable force that is best positioned to support our responsibilities to the ROK-U.S. alliance. Over the last 12 months, Eighth Army and the ROK army have executed some of the most complex combi live-fire training events ever attemp in the very terrain where we may ourselves executing our mission. unique threat we face also requires our formations are equipped with latest and best equipment in the U Army's arsenal, from main ba tanks and armored infantry carrier mine resistant, ambush protected hicles and attack helicopters.

To support future readiness requ ments, we are realigning our forces the Korean peninsula to prepare transition of wartime operational c trol to the ROK in 2015. Transitio operational control will allow ROK to take the lead role in the c bined defense of its homeland, s ported by an enduring and capa U.S. military force presence.

Life in a Dynamic Korea

The relationship between Eig Army and Korean communities ac the peninsula is an essential par the ROK-U.S. alliance. Our soldi civilians and family members are vided many opportunities to bec immersed in Korean culture thro cultural exchanges, community p nerships and military-to-military teractions. We continue to be than for the support we receive from Korean hosts in our communities on our installations.

Soldiers and civilians assigne Eighth Army experience training cultural opportunities found now else in the Army. An assignmen Korea is both satisfying and rew ing. From shopping, historical s outdoor recreation and travel op tunities across this vibrant region, rea has it all. Our soldiers enjoy s ing in this beautiful country, explo its fascinating culture and learning about its 5,000-year tory. Our Good Neighbor Program actively engages th cal community, government, media, business, univer primary schools and military units. It serves two cri functions: provide the public an understanding and ap ciation of our mission on the peninsula and provide soldiers and family members a better understanding appreciation for the culture and people of their host na We are America's unofficial ambassadors and will cont to build an environment of trust and respect among Korean people.

U.S. Army South: Partnering With Armies of the Hemisphere to Strengthen Stability and Security

MG Frederick S. Rudesheim*
ommanding General, U.S. Army South

For U.S. Army South (ARSOUTH), partnership is the coin of the realm, and every day we work to partner with the armies of the hemisphere for our collective defense. Illegal drugs, human trafficking, counterfeiting, migrant and weapons smuggling, organized crime, terrorism, border tensions, political instability, hurricanes, earthquakes, and mass migration are all issues and threats within ARSOUTH's region of operations.

Our challenge is the sheer scope of the partnership effort. As the Army service component command to U.S. Southern Command (SOUTHCOM), ARSOUTH engages with 31 countries and 15 areas of special sovereignty in Central and South America and the Caribbean.

G Joseph P. DiSalvo has succeeded
G Rudesheim as commanding general,
S. Army South. MG Rudesheim is now
e director of the Joint Staff.



Right, 2LT Ivan Vasquez (left), of the 560th Battlefield Surveillance Brigade, helps translate for U.S. and Salvadoran military engineers as they measure and lay string for a school being built in Sonsonate, El Salvador, as part of Beyond the Horizon (BTH)-El Salvador 2013. Below, CPT Harjind Sidhu of the 185th Dental Company works at a free clinic in support of BTH-El Salvador.





The region covers roughly 15.6 million square miles, represents about one-sixth of the world's landmass assigned to U.S. geographic unified commands and forms our southern approaches.

Our mission is to support multinational operations and security cooperation in order to counter transnational threats and strengthen regional security in defense of the homeland. The region is vital to our national security, and we cannot protect the homeland without the broad cooperation of partner nations (PNs). The most important factor is trust. ARSOUTH seeks to become a responsive partner with nations in the region by working together as equals to build trust. We improve capacity in order to strengthen each other's capabilities and improve security and prosperity for all. We work to create, sustain and grow partnerships with armies throughout the region.

Transnational threats are perhaps the most serious challenges to our national security. They are multifaceted t thrive on institutional weaknesses, poverty, corruption v violence. According to "Transnational Organized Crim i Central America and the Caribbean: A Threat Assessme issued by the U.N. Office on Drugs and Crime in Septem 2012, eight of the top 10 national murder rates in the wo exist in our area of responsibility (AOR). Four of these nat n are located in Central America, including Honduras, wh has the highest murder rate of any country in the world.

The murder rate is one of several indicators of inte a instability, yet it is one of the most prominent with a di correlation to the growth of localized and transnatio a crime. Crime is the greatest challenge in most Central Ar n ican countries, and its influence permeates daily life and n pedes progress by widening the gap between the "hav s and the "have-nots." Cocaine trafficking represents the e ponderance of illicit trafficking within transnational o a nized crime and is the most lucrative of illicit activities, u its existence is not the sole cause of violence in the regi Gangs, weapons smuggling, kidnapping and migrant x ploitation also contribute to the violence. Competition o control over these illicit activities escalates violence and x acerbates the broader regional issues of poverty, uneq wealth distribution and political instability.

It is easy to stereotype the AOR as a region dominated transnational criminal elements, since cartel violence v cocaine seizures dominate the news headlines. It is imp tant to remember, however, that Latin America is rich in li versity and culture and has a past that is inextricably lin with the birth and rise of the United States. Due to u strong connection, our futures are likewise linked.

ARSOUTH must remain engaged with the nations in h



MG Frederick S. Rudesheim *assumed command of U.S. Army South in September 2012. His previous assignment was deputy director for joint and coalition warfighting, J-7, Joint Staff, Suffolk, Va. He has also served as deputy commander, III Corps (Rear) and deputy commanding general, 1st Cavalry, Fort Hood, Texas; deputy commanding general west, Multi-National Division-Baghdad, Iraq; deputy director for political-military affairs (Western Hemisphere), J-5, Joint Staff, Pentagon, Arlington, Va.; and division chief, Central and South America and the Caribbean. He holds master's degrees in international relations, advanced military studies and strategic studies.*



MG Frederick S. Rudesheim (center), then-commanding general of U.S. Army South (ARSOUTH), leads a discussion during the 2013 Central American Regional Leaders' Conference at ARSOUTH headquarters at Fort Sam Houston-Joint Base San Antonio, Texas.

tern Hemisphere. Security concerns in the region can kly become security concerns in the homeland. With in mind, ARSOUTH has outlined a command strategy includes three lines of effort: contingency response pre-dness, countering transnational threats and theater se-ty cooperation (TSC).

Contingency Response Preparedness

ontingency response represents the most likely venue the actual deployment of our forces. ARSOUTH main-s a contingency command post capable of responding hort-term requirements. A rapid response deployment chment can be sent in response to man-made and nat- disasters within 72 hours. In addi-, ARSOUTH is prepared to form core of a joint task force (JTF) in port of SOUTHCOM's humanitar-assistance/disaster recovery assess-t team.

Ve capitalize on engagements and rcises that hone our operational s by working and training along-PN forces. We strive to assure our ners that we are willing and able hare the responsibility of provid-humanitarian assistance/disaster very operations and responding to rity threats in the region.

untering Transnational Threats

RSOUTH works with PNs to ad-s the proliferation of transnational ats. These efforts confront a broad ge of threats that increasingly ex-l the internal capacity of their po- and internal security forces. Conse-ntly, these threats are a growing national security concern that war-rants a whole-of-government approach —including DoD support—as outlined in the President's "Strategy to Combat Transnational Organized Crime" report, released in July 2011.

ARSOUTH encourages cooperation in hemispheric security efforts. Increasing interoperability between U.S. and multinational forces bolsters capability to deter attacks on both the U.S. homeland and abroad. Activities directed by this line of effort complement and support U.S. government interagency and international efforts, contributing to the national goals of disrupting illicit trafficking and related transnational threats to U.S. national security interests.

Theater Security Cooperation

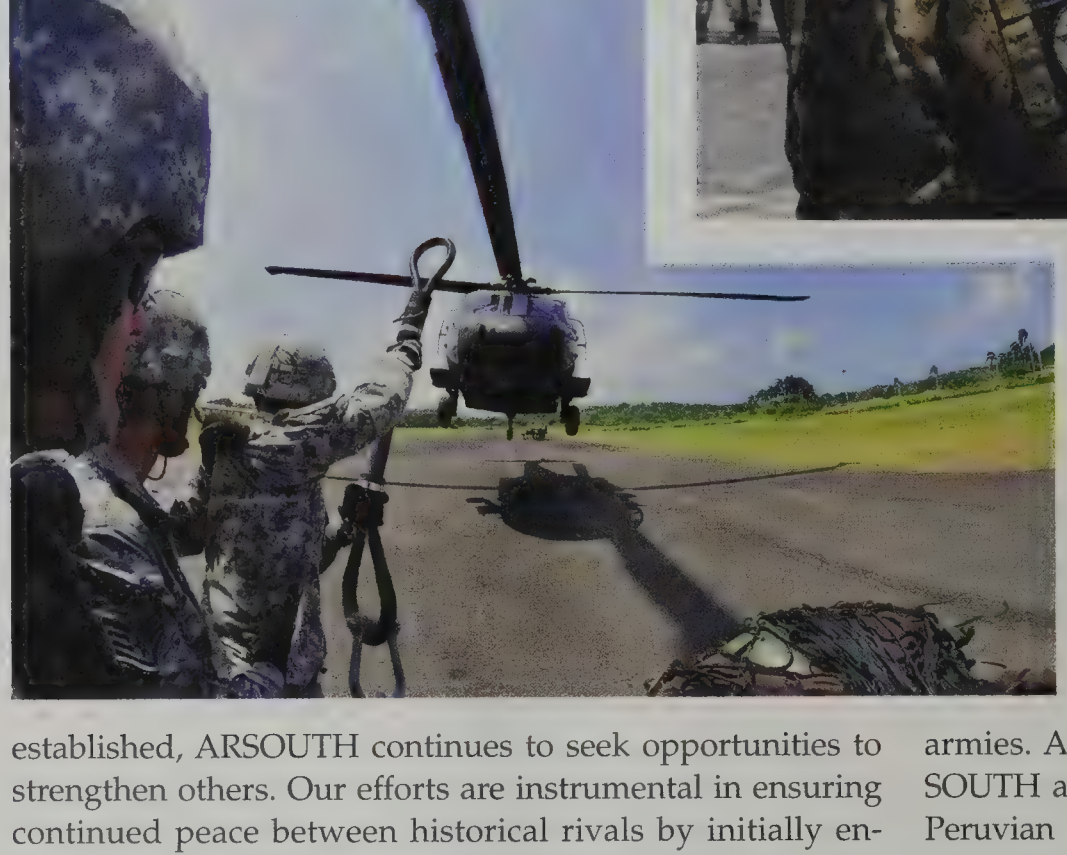
Effective engagement with PNs is essential to the Army Chief of Staff's "prevent, shape, win" strategy and closely aligns with strengthening global engagement as outlined in the Army's vision for the coming year. We shape our AOR by maintaining contact and building relationships with PN land forces. While some partnerships are strong and well-



LTC Raymond Valas (left), commander of the 1,400-member task force that served in BTH-El Salvador, reviews construction plans for the remote village of Las Marias with Salvadoran 1st Lt. Jose Eduardo Castro-Alfaro (center) and Colombian Capt. Ernesto Montenegro-Santamaria. As the Army service component command to U.S. Southern Command, ARSOUTH engages with 31 countries in Central and South America and the Caribbean.

Right, MG Rudesheim (right) and Brig. Gen Francisco Eugenio Del Cid Diaz, the Salvadoran army chief of staff, greet each other. Below, two soldiers and an airman prepare to hook an Arizona National Guard Black Hawk helicopter during sling-load training at a BTH exercise in Panama.





established, ARSOUTH continues to seek opportunities to strengthen others. Our efforts are instrumental in ensuring continued peace between historical rivals by initially engaging each country separately and then fostering regional relations. We also continue to conduct deliberate planning to synchronize operational endeavors, determine how and where to apply Army capabilities, and focus limited TSC resources to achieve mutual objectives.

We truly have a give and take relationship with our PN armies. One of our successful partnerships is with the Salvadoran army, which deployed more than 3,400 soldiers during 11 rotations to assist in Operation Iraqi Freedom. In December 2012, 14 Salvadoran soldiers deployed to Afghanistan in support of Operation Enduring Freedom while continuing to participate annually in humanitarian, natural disaster preparation and security exercises. This relationship isn't unique to El Salvador. We conduct multinational training exercises, bilateral staff talks, subject matter exchanges and leader engagements with many different PNs.

Integrated Advance 13 at Naval Station Guantanamo Bay, Cuba, was one such exercise. As part of this training event, the command established a JTF headquarters in support of the Department of Homeland Security to transport, manage, house, feed and process migrants based on a mass migration contingency scenario. We continue to plan for and train to deploy a JTF headquarters to ensure we are always prepared for contingency operations.

ARSOUTH also conducted Beyond the Horizon (BTH) exercises in El Salvador and Panama this year. More than 2,400 U.S. servicemembers deployed to remote locations to provide medical, dental, veterinary and engineering support. Partner nations including Canada, Colombia, Chile, El Salvador and Panama provided medical and engineering professionals to support the exercise. Next year, ARSOUTH plans to conduct BTH exercises in the Dominican Republic and Guatemala.

Every year, ARSOUTH conducts staff talks with the armies of Brazil, Chile, Colombia and El Salvador. The talks provide a bilateral forum to discuss mutual strategic objectives and develop a road map for future engagements with these armies. Although not part of the staff talks program, ARSOUTH annually participates in a working group with the Peruvian army. Through these working groups, ARSOUTH has planned activities with Peru through the next several years. These subject matter expert exchanges, training engagements and exercises help strengthen security and build PN capacity.

Currently, we have more than 400 TSC events planned for the next two years. One such event is Panamax, an exercise that brings together sea, air and land forces from more than 17 nations in a joint and combined operation focused on defending the Panama Canal from attacks by an organized terrorist group as well as responding to natural disasters and pandemic outbreaks in various locations. This and other exercises facilitate interoperability and provide a venue to share best practices among the military and security forces in the region.

In addition, ARSOUTH has forces stationed in Honduras for JTF-Bravo and in Cuba for JTF-Guantanamo. These forces, including the 1-228th Aviation Regiment and the 525th Military Police Battalion, are forward deployed to assist in supporting SOUTHCOM operations and various theater missions.

Our country's security is linked to our success in countering transnational threats. It requires continuous vigilance, regional collaboration and collective action. For almost 110 years, ARSOUTH has successfully worked with PNs to build capacity and improve security and cooperation in the region. Working together is proving to be the best way to ensure prosperity for all nations while protecting the homeland.

Meeting Combatant Commander Requirements in Africa

By MG Patrick J. Donahue II
Commanding General, U.S. Army Africa/
Southern European Task Force

Africa is in one of the most dynamic security environments in the world. Political, social and economic conditions change daily, presenting threats and opportunities that require adaptive and responsive U.S. Army forces to meet U.S. Africa Command's (AFRICOM) requirements.

The threat is real in Africa. Al Qaeda and its affiliates continue to expand their presence throughout North and West Africa and pose a significant international threat. In addition, Boko Haram, an Islamic militant group from northern Nigeria, has rapidly evolved from what was once described as a criminal network to a violent extremist organization with increasing sophistication and lethality that has targeted Western interests.





LTC James Fitzgerald, the battalion commander of Headquarters and Headquarters Company, 158th Aviation Regiment, gives the thumbs up to Cameroonian pilots flying a Puma Eurocopter in a casualty evacuation exercise at Douala Air Force Base, Cameroon, during Central Accord 2013 in February. In the joint exercise, U.S., Cameroonian and neighboring Central African militaries partnered to promote regional cooperation while increasing aerial resupply and medical readiness capacity.

Earlier this spring, the militant group seized partial control of three states in northern Nigeria for a short period of time. Although suffering from recent setbacks, al Shabaab, the Somalia-based affiliate of al Qaeda, remains capable and active in East Africa. Other types of threats also exist. Territorial disputes and mutual accusations of support to rebel groups continue to ignite conflict between Sudan and South Sudan. Interethnic tensions throughout the region also increase the risk of atrocities, election-related violence and displaced populations.



MG Patrick J. Donahue II *assumed command of U.S. Army Africa and the Southern European Task Force in August 2012. Previously, he was the deputy chief of staff, U.S. Army Training and Doctrine Command, Joint Base Langley-Eustis, Va. He has also served as the deputy commanding general (Maneuver), 3rd Infantry Division, Fort Stewart, Ga., and U.S. Division North-Iraq; commander, 1st Brigade, 82nd Airborne Division; commander, Operations Group Bravo, U.S. Army Battle Command Training Program/chief of future operations, V Corps; and assistant chief of staff, G-3 and commander, 1st Battalion (Air Assault), 506th Infantry Regiment, 2nd Infantry Division, Republic of Korea. A graduate of the U.S. Military Academy, MG Donahue holds an MPA from Harvard University and a master's degree in strategic studies from the U.S. Army War College.*

Nonetheless, opportunity abounds as a result of s tained U.S. engagements and, more importantly, stren ening regional organizations and economies that incre access to technology. African partners are willing and m able than ever to solve their own problems. One such ex ple is the Economic Community of West African Sta peacekeeping forces from 15 countries that deployed Mali with the French to stop threats from al Qaeda in Lands of the Islamic Maghreb (AQIM) to the capital cit Bamako. We see an increasing number of African nat participating in African and U.N. peacekeeping miss across the continent, such as the U.N. Intervention Brig to stop the violence in the eastern Democratic Republi the Congo.

Notwithstanding setbacks such as the coup d'éta Mali and the rebellion in the Central African Repu over the last year, democracy in Africa is taking Nearly half of the 55 countries in Africa now pos some level of democracy—up from three in 1 Africa's collective economy is also enjoying the fastest g domestic product growth in the world; more and more, ural resources are being discovered to sustain this rise.

Why is the U.S. Army engaged in Africa? Violent extr ist organizations threaten Americans and American in ests in Africa, and they potentially endanger our homel and Europe if left unchecked. The attack on the U.S. C sulate in Benghazi, Libya, that resulted in the loss of

ambassador and three other U.S. citizens last Septem-
is an example of the damage that can be done. January's
nic terrorist attack on a Western-owned Algerian gas
it that killed 37 hostages, three of them U.S. citizens, is
ther poignant reminder of how this AQIM threat can
ifest itself in violent attacks against Americans.

ith the preponderance of Africa's defense forces land-
ed, the U.S. Army is the ideal partner to work with
can militaries. For this potential to be realized, the U.S.
ıy must present itself as the optimal solution to meet
combatant commander's requirements. Our forces
st be accessible and expeditionary so as not to price
selves out of the game. This April, the 2nd Armored
ade Combat Team, 1st Infantry Division (2/1 ID), Fort
y, Kan., was aligned to AFRICOM. This allocation has
ı a game changer for Africa because now the AFRICOM
ımander can count on a rapid and responsive force
ı the U.S. Army for operations, exercises and theater
rity cooperation.

he heart of U.S. Army Africa's (USARAF) approach is to
Africans solve problems on their continent through
ained engagement. We seek enduring partnerships that,
time, link activities to achieve sustained effects. Work-
with our interagency partners and AFRICOM, our en-
ements support the development of professional militaries that respect human rights and their duly elected civilian authority. USARAF concentrates our support of AFRICOM in two broad areas: first, security cooperation to shape the theater environment and build African defense capabilities to confront shared security threats and prevent conflicts; and second, conducting operations to respond to and prevail in the event of crisis. Our exchanges with partner nations carefully balance training existing forces for a particular mission—normally peacekeeping—with efforts to develop institutions that sustain those units. As of July 1, USARAF has nearly doubled security cooperation activities over the last three years, up from 224 to 434 by the end of fiscal year 2013.

Over the past fiscal year, USARAF has expanded not only the number of activities but also the scope. By working with interagency and joint partners, the U.S. Army is often requested to fill existing requirements that come with the necessary authorities and funding. Examples include the following Department of State (DoS) programs: Africa Contingency Operations Training & Assistance, the Partnership for Regional East African Counterterrorism, and the Trans-Sahara Counterterrorism Partnership, among others. Through supporting these DoS programs, USARAF has a more effective and efficient impact on the continent. These missions are typically longer in duration—lasting up to several months—and broader in scope than a typical weeklong military-to-military exchange. They are also often focused on preparing African units for specific missions, such as the U.N. efforts in Mali, Somalia or Sudan. The request from DoS to execute these new train-and-assist missions is a testament to the positive effect of interagency cooperation in Africa.

We have also integrated conventional forces with special operations forces (SOF) in Africa. We maintain formal links with U.S. Special Operations Command Africa through a designated liaison officer, while simultaneously integrating efforts with SOF on operations.



PFC Stephen Rathje, 1st Battalion, 325th Airborne Infantry Regiment, Fort Bragg, N.C., helps South African army Capt. S.S. Tyali, 44th Parachute Regiment, secure his parachute before a jump at Bloemspruit Airbase, South Africa, in July. The jump was in preparation for an exercise the units conducted during Shared Accord 13, a biennial joint training event that promotes regional relationships and interoperability between the two nations.



SGT Sonia Hernandez (center) reviews student calculations during an exercise to determine the center of balance for vehicles in Lome, Togo. SGT Hernandez, along with CPT Brad Copas of U.S. Army Africa (right), traveled to Togo to provide African Deployment Partnership Training to Togolese defense forces this spring.

We are also assuming several counter-terrorism train-and-equip missions that SOF are unable to execute or that are better suited for conventional forces. Previously, the types of missions that required our soldiers to live for months with their African partners in the desert or jungle were exclusively SOF; now, conventional forces are being used in new, unconventional ways.

Improved integration expands beyond our special operations partners. This year, we also forged stronger links with the total force. In January, we held a conference in Detroit that focused on the National Guard State Partnership Program (SPP). As a result of the conference, all eight African SPP states and USARAF now link our activities by working toward agreed-upon long-term objectives. We also have increased integration with international partners on the continent. Following the French attack against al Qaeda-affiliated forces in Mali in December 2012, USARAF embedded officers to support multinational planning efforts of the African-led International Support Mission in Mali (AFISMA). AFRICOM chose USARAF to command and control all of DoD's support to the French in Mali: tanker support; strategic and tactical lift; intelligence, surveillance and reconnaissance; and training African battalions for the AFISMA mission, as requested by DoS.

To respond to a crisis, USARAF is required by AFRICOM to maintain a dedicated combined joint task force (CJTF)-capable headquarters for short-duration, small-scale contingencies. A regionally aligned U.S. Army division can also be called upon to form a CJTF for complex or extended duration operations. The ability to reach back for support from U.S. Army Headquarters has been proved well in these operations and will remain vital to the success of any U.S. Army efforts in Africa.

Arguably, our greatest achievement this fiscal year is USARAF's implementation of the regionally aligned forces (RAF) concept. USARAF was the first Army service component command to be allocated a brigade—2/1 ID—as a regionally aligned force to conduct theater security cooperation activities and operations in AFRICOM's area of responsibility. As of July 1, more than 80 activities are planned for this armored brigade combat team in the first nine months of its availability. Activities include major joint exercises like Western Accord 13 in Ghana, which developed regional ties and prepared Africans for the U.N. mission in M and Shared Accord 13, the continent's largest exerc hosted in South Africa, where the 2/1 ID headquar served as the core of a CJTF and conducted combined c pany-level live fires, situational training exercises, airbo operations and special forces exchanges.

RAF are efficient and functioning under expeditio conditions in austere environments, like the desert of N Most importantly, RAF provide the combatant comma with trained and ready forces. The RAF do not create u unfunded requirements; rather, they offer a more dictable and efficient Army resource to fill existing, fun requirements. RAF soldiers receive tailored cultural mission training so they deploy prepared to teach the signed tasks. The 2/1 ID also comprises the East Africa sponse Force, a rotational contingent of approximately soldiers that enhances AFRICOM's broad range of mili capabilities to respond to crises in its area of responsib The flexibility and versatility that RAF provide the com ant commander are imperative as the Army shifts its fo back to an expeditionary mind-set with packages that be scaled and tailored for the mission at hand.

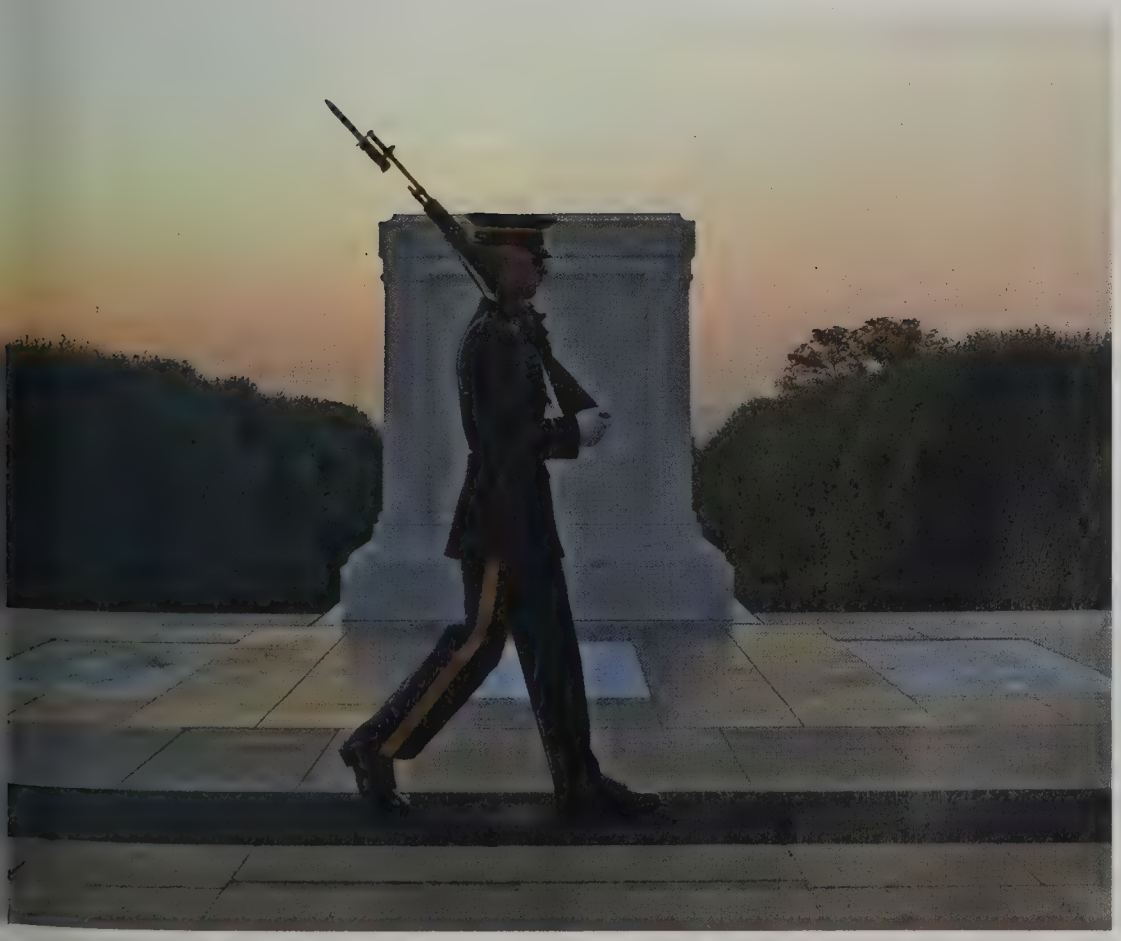
RAF are more than just 2/1 ID. USARAF uses contine U.S.-based capabilities from the institutional Army to s port a wide variety of missions, from U.S. Military A emy professors helping develop water-vulnerability as ments in Uganda to Medical Command psychiat teaching resilience to the Kenyan army. The 1st Cavalry vision supports AFRICOM with reach-back intelli analysis and augments USARAF planners as a regio aligned division.

Over the past year, USARAF employed creative solut to strengthen the defense capabilities of African part and address mutual security interests. We are leading way in learning how the Army can best employ the re ally aligned force to support the combatant commander

Providing U.S. Army And DoD Support In the Nation's Capital

By MG Jeffrey S. Buchanan
Commanding General,
U.S. Army Military District of Washington
and
Commander, Joint Force Headquarters-
National Capital Region

The U.S. Army Military District of Washington (MDW) and Joint Force Headquarters-National Capital Region (JFHQ-NCR) are uniquely situated to fulfill a combined mission to plan, coordinate, maintain situational awareness, and, when directed, partner in the employment of forces as a joint task force (JTF) to conduct homeland defense and civil support operations in the NCR. MDW fulfills this responsibility while sustaining its traditional Army mission of providing executive, operational, memorial affairs, and ceremonial and musical support across a wide array of full spectrum worldwide responsibilities for our nation's leaders.



It is in this capacity that MDW steps into history every four years, providing DoD support



MG Michael S. Linnington, then-commanding general, U.S. Army Military District of Washington and commander, Joint Task Force-National Capital Region, leads the presidential escort during the 57th presidential inaugural parade in Washington, D.C., this past January. More than 5,000 servicemembers from all five branches of the military provided support for the inauguration.

to presidential inaugurations. The 57th presidential inauguration was conducted in Washington, D.C., on January 21. The commander, U.S. Northern Command, activated JTF-NCR to plan, coordinate and execute DoD-approved support, as well as to conduct liaison and coordination with the presidential inaugural committee and the joint congressional committee on inaugural ceremonies. Consistent with this mission, JTF-NCR collaborated with interagency and mission partners to provide first-class ceremonial support, while providing select DoD resources to the U.S. Secret Service's inaugural security plan. The U.S. armed forces have provided support for official presidential inaugural ceremonies dating back to April 30, 1789, when members of the Continental Army escorted George Washington to the first U.S. presidential swearing-in ceremony at Federal Hall in New York City.

Approximately 800,000 to one million people converged on Washington, D.C., to witness the second inauguration of President Barack Obama. Close collaboration among federal, state, regional and local partners was critical to the success of this national special security event. In the months leading up to this event, participating law enforcement and military agencies worked tirelessly to choreograph all aspects of ceremonial support while keeping the presidential inaugural events safe and incident free. Because of this coordination and teamwork, the security plan, ceremonial support and overall inauguration were resoundingly successful.

Highlighting the MDW's continuous engagement in the NCR with our interagency partners is our annual capstone emergency management exercise named Capital Shi which facilitates interoperability with our service coun parts (U.S. Navy, U.S. Air Force, U.S. Marine Corps and Coast Guard); the District of Columbia, Virginia and M land National Guard; JTF-NCR Medical; and other regi partners.

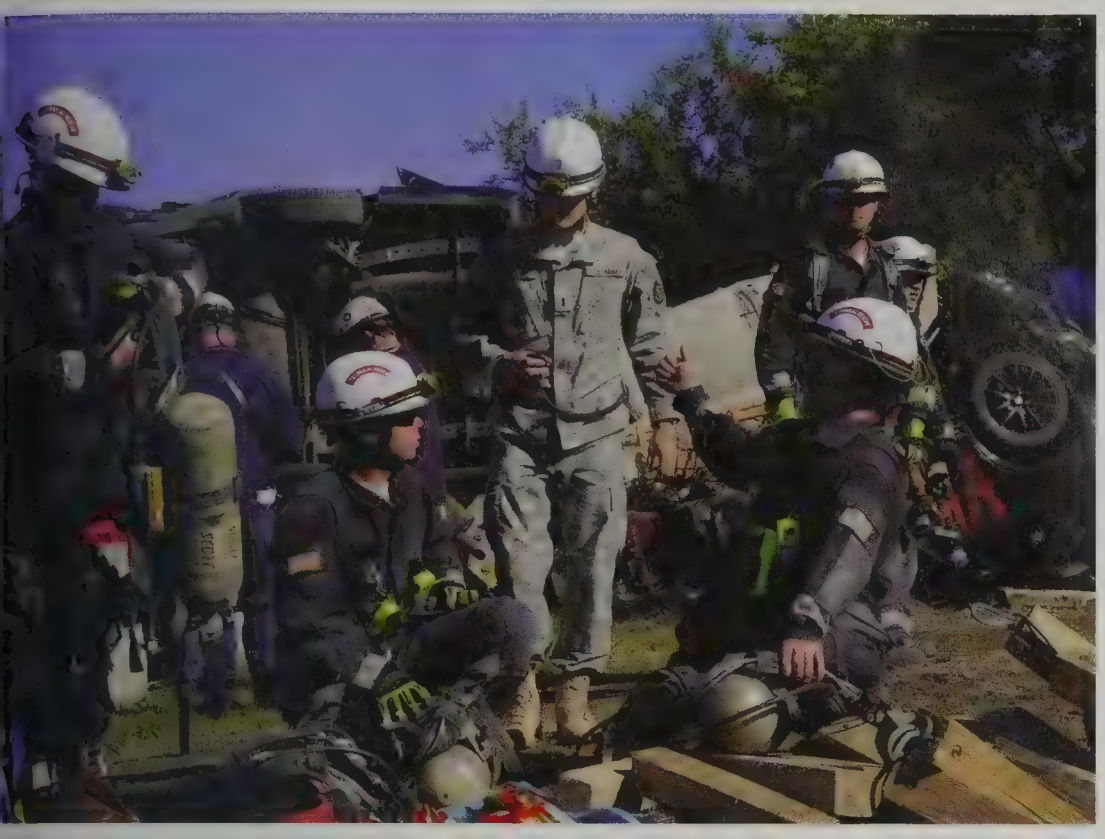
One of MDW's major subordinate commands is 3rd U.S. Infantry Regiment (The Old Guard). It is oldest active infantry regiment in the U.S. Ar serving our nation since 1784. The Old Guard is Army's official ceremonial unit, tasked with esc ing the President of the United States. The 3rd U.S. fantry Regiment is also responsible for conducting men ial affairs missions and official military ceremonies at White House, at Arlington National Cemetery, Va. (inc ing the Tomb of the Unknowns) and several other locat in and around the nation's capital.

Today, The Old Guard continues its duty of perfor memorial affairs daily, maintaining a 24-hour vigil at Tomb of the Unknowns, and conducting dignified tran of remains at Dover Air Force Base, Del., for our nati fallen heroes. Soldiers of The Old Guard remain commi to supporting military and government programs events, and they continue to prepare for contingency sions by maintaining trained forces year-round for op tions within the NCR. Specialty elements of the 3rd U.S fantry Regiment include the U.S. Army Drill Team; the Army Caisson Platoon; sentinels at the Tomb of the knowns; the Old Guard Fife and Drum Corps; the Comm der-in-Chief's Guard; the Continental Color Guard; and Presidential Salute Battery.

The U.S. Army Band, "Pershing's Own," is another m subordinate command of the U.S. Army MDW. The u more than 260 strong, has been the musical face of the Army since it was founded in 1922 by Army Chief of GEN John J. (Black Jack) Pershing with the primary mis



***MG Jeffrey S. Buchanan** assumed command of the U.S. Army Military District of Washington and Joint Force Headquarters-National Capital Region in June. He has held assignments with the 82nd Airborne Division, 101st Airborne Division and 25th Infantry Division. MG Buchanan has served as deputy commanding general, 10th Mountain Division (Light), Fort Drum, N.Y., and completed four tours of duty in Iraq. Most recently, he served as deputy commanding general, I Corps, Joint Base Lewis-McChord, Wash. A graduate of the University of Arizona, he has studied at the Geneva Centre for Security Policy in Geneva, Switzerland, on a senior service college fellowship.*



Soldiers from the 911th Technical Rescue Engineer Company discuss rescue procedures during Capital Shield 13, a regional training exercise coordinated by Joint Force Headquarters-National Capital Region with its federal and regional interagency partners to train on tasks essential for defense support to civil authorities.

ıpport military funerals. The majority of its missions support memorial activities and national ceremonies in around the NCR, and the band has taken on an exled role in public diplomacy and Army outreach.

fall 2012, Pershing's Own deployed an element to the le's Republic of China for a historic series of joint con- with the Military Band of the People's Liberation Army) in Beijing, Shanghai and Nanjing. These concerts part of a larger U.S. effort to establish a sustained mili- to-military engagement program with the PLA. This ic diplomacy mission was indicative of the importance my music in shaping the international environment.

ıe U.S. Army Band's aggressive outreach programs en- the Army story is told to millions of Americans each Band members play a vital role in programs such as J.S. Army Twilight Tattoo. Visitors to the nation's capiıay spend a Wednesday evening ay through August watching the Army Twilight Tattoo performed ›int Base (JB) Myer-Henderson in Arlington, Va. The Tattoo is a tion that blends the precision and pline of the Old Guard with the c of Pershing's Own to masterfully he Army's story. The band memalso present their ongoing Sunsets a Soundtrack concerts at the U.S. tol, and they participate in numermusic workshops, young artist rams, public concerts, recitals and des. This year, the band began -definition quality Web broadof performances at JB Myer-Hen- ›n Hall, extending its reach around vorld at no cost and securing more ›ook followers than any other militband in the world.

"Pershing's Own" played a significant role in the presidential inauguration, leading the inaugural parade as part of the official escort to the President, as it has since the inauguration of Calvin Coolidge in 1925. The U.S. Army Herald Trumpets performed at the official swearing-in ceremony at the U.S. Capitol, and many of the band's other groups performed at official balls, dinners and other public events connected to the presidential inauguration. These musical support missions, more than 5,000 of which are performed annually for more than two million people, are why "Pershing's Own" is the face of the Army to many Americans.

The U.S. Army Air Operations Group (AAOG), MDW's brigade-level aviation command, employs global fixed-wing and regional rotary-wing aviation as well as engineer technical rescue assets to support senior DoD leadership and national-level contingency operations. Its subordinate units include the 12th Aviation Battalion, the U.S. Army Priority Air Transport Battalion and the 911th Technical Rescue Engineer Company (TREC). The AAOG also operates Davison Army Airfield at Fort Belvoir, Va., and the Pentagon helipad. AAOG assets are



The Oriental Arts Center, Shanghai, China, hosted the U.S. Army Band "Pershing's Own" and the Military Band of the People's Liberation Army during the Friendship and Cooperation Through Music tour.



The race begins in front of the Pentagon for thousands of runners in the U.S. Army Military District of Washington's annual Army Ten-Miler.

operationally postured to support continuity of government, respond to disaster relief operations, and receive and integrate follow-on aviation forces in support of consequence management operations in the NCR.

The 911th TREC, organic to the 12th Aviation Battalion, is the only Army unit equipped and trained as an urban search-and-rescue engineer heavy task force with a collapsed structure exploitation capability. The 911th TREC supports continuity of government contingency missions for national-level leadership and provides MDW with a unique technical rescue capability for defense support of civil authorities missions. The AAOG is MDW's operational and consequence management force of action, as demonstrated by the unit's recent operational support for the 57th presidential inauguration, the 2013 State of the Union address, and rotational combat deployments in support of Operation Enduring Freedom. The unit has one of the most diverse and critical mission sets in the U.S. Army, and it is always ready to execute with no notice.

The U.S. Army White House Transportation Agency provides transportation services to the President of the United States and the first family as well as official visitors to the White House. The agency relies on a fleet of motor vehicles and ma drivers to support presidential mo cades and travel as directed by White House military office.

Soldiers, families and civilian ployees are of primary importanc MDW, as evidenced by support for Army's Medical Evacuation to CON Hospitals (MECH). The MECH te represents Army leaders when sick injured or wounded servicememb return to the United States at JB drews, Md. This small group of d cated professionals provides cont ous visibility of patient transiti from Europe, Asia and Africa to de nated medical treatment facil stateside. As of March, they have a total of 1,420 flights, assisted m than 44,000 servicemembers from branches and distributed more t $1.7 million in Army emergency relief funds. No ma what capacity they serve in, it is the MDW soldiers' port of Army outreach that continues to represent and spire the rest of America.

MDW also sponsors the Army Ten-Miler, a certified mile road race that takes place in Washington at the sta the AUSA Annual Meeting and Exposition in October. Wi 30,000 runners, it is one of the largest 10-mile races in country and sets new registration records each year.

Whether the mission is providing ceremonial sup during burials at Arlington National Cemetery or plan and executing DoD support to the President, the mil and civilians, MDW soldiers strive for operational e lence in all we do and consistently prepare and en with our neighbors and partners as guardians of our tion's capital.



Soldiers of Honor Guard Company, 3rd U.S. Infantry Regiment, conduct tactical training at Fort A.P. Hill, Va. The military operations on urban terrain training site is designed to imitate the type of urban environment that soldiers can expect to see downrange.

Army Retiree Council Says Standards Of Service Needed

LTG James J. Lovelace Jr.
U.S. Army retired
and
SMA Kenneth O. Preston
U.S. Army retired

Cochairmen, CSA Retiree Council



On April 26, LTG James J. Lovelace Jr., U.S. Army retired, and SMA Kenneth O. Preston, U.S. Army retired, the cochairmen of the Chief of Staff of the Army (CSA) Retiree Council, met with CSA GEN Raymond T. Odierno and SMA Raymond F. Chandler III to discuss the concerns of the one-million-strong retired community and to offer retirees' continued support to the Army. The session concluded the Council's 53rd annual meeting, held in the Pentagon from April 22–26.

During the meeting, Council members received briefings from 20 senior Army, DoD and Department of Veterans Affairs leaders and analyzed 20 issues brought up by installation retiree councils. The issues were submitted through an annual process that



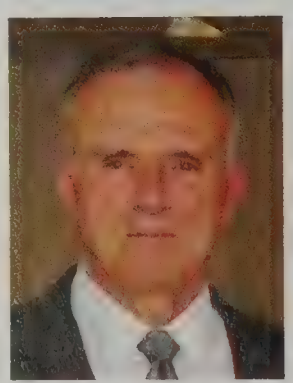
Members of the 2013 Chief of Staff of the Army Retiree Council (from left): CSM (Ret.) Robert Henault, COL (Ret.) Eileen Watson, CW5 (Ret.) Robert Huffman, CSM (Ret.) Jackie Moore, CSM (Ret.) William Hoffer, LTG (Ret.) James J. Lovelace Jr., MAJ (Ret.) Edward Stone, SFC (Ret.) Susan Woods, MAJ (Ret.) James Cunningham, SMA (Ret.) Kenneth O. Preston, CSM (Ret.) Elijah King, COL (Ret.) Alphonso Knight, SGM (Ret.) David Stewart, and COL (Ret.) Michael Molosso.

implements the portion of the Council's charter that directs it to provide the CSA with advice and recommendations regarding vital issues and concerns of retired soldiers, surviving spouses and their families. The Council declined to review four additional issues because they were beyond the Army's or DoD's scope to address or because they could be resolved locally.

The Council said in its formal report to the CSA that "consistent day-to-day quality support of our retiree constituency across the Army's components is critical. To accomplish this requires experienced professionals and adequate uninterrupted resourcing." This day-to-day support comes from a network of retirement services officers (RSOs), most of whom are civilian or contract employees who often have other duties. These RSOs are trained and certified to counsel soldiers, surviving spouses and retirees who have to make irreversible financial decisions with lifelong impact on their families. As they make these decisions, they rely on the RSOs to explain and correctly answer questions about a wide range of highly technical subjects: the myriad federal laws and DoD and Ar policies that govern retired pay and benefits, including Survivor Benefit Plan. This makes it critical that the Ar carefully select and train these RSOs.

The Council acknowledged the Army faces significan source challenges that include difficult cuts for perso and programs. The report said, "In this environment, tired soldiers recognize they are soldiers for life and wil needed more than ever. As part of the Army team, we continue to do our part in telling the Army story and viding support wherever and whenever needed. The o ing contributions and volunteer service of so many of more than one million retired soldiers and surviv spouses demonstrate our commitment to our Army, its tive duty force, its retired soldiers, and family members

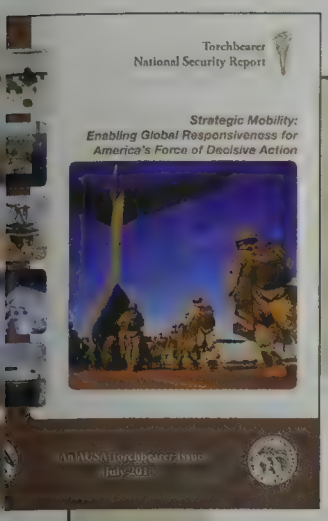
Citing program inconsistencies across the Army, Council recommended the Army "establish measur standards of service … and a process to track them." Council volunteered to work with U.S. Army Installa Management Command (IMCOM) and the Departmen the Army staff to accomplish this task.



***LTG James J. Lovelace Jr.**, USA Ret., cochairman, CSA Retiree Council, is the corporate vice president for international programs at L-3 Communications. Before retiring from the Army, his assignments included director of the Army staff, Army Deputy Chief of Staff for operations, and commanding general, U.S. Army Central/Third Army/Coalition Forces Land Component Command.*



***SMA Kenneth O. Preston**, USA Ret., chairman, CSA Retiree Council, was 13th Sergeant Major of the Army. P ously, his assignments as command serg major included: Combined Joint Task F 7 in Baghdad; V Corps in Heidelberg, many; 3rd (Grey Wolf) Brigade, 1st Ca Division, Fort Hood, Texas; 1st Arm Division, Bad Kreuznach, Germany; 3rd Battalion, 8th Cavalry Regiment, 1st Cavalry Division.*





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For more information, please contact Millie Hurlbut at 703-907-2679 or mhurlbut@ausa.org.

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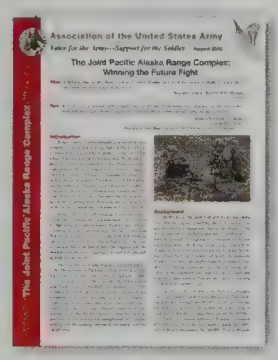
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- **WP 97 – Design, Mission Command and the Network: Enabling Organizational Adaptation** by Todd A. Schmidt (August 2013)[3]
- **WP 96 – Institutionalizing Stability Operations: A Policy Analysis** by Michael Kelly McCoy (June 2013)
- **WP 95 – Cyberspace Operations in Support of Counterinsurgency Operations** by David W. Pendall, Ronald Wilkes and Timothy J. Robinson (April 2013)
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[1] Available ONLY on AUSA website at www.ausa.org/ilw.
[2] Lead story.
[3] Winner of the 2013 AUSA/Army Capabilities Integration Center (ARCIC) writing contest.

The Council's key recommendations to the CSA include:

■ Increases of TRICARE fees should not be tied to the annual health care inflation rate. Continued increases using the same rate as the retired pay cost of living adjustment are acceptable.

■ Though the proposal to reduce TRICARE Prime service areas was included in the TRICARE contract three years ago, disenfranchising 171,000 retirees and their families from TRICARE Prime—further causing them a loss of discretionary income and continuity of care—is not in keeping with the intent of the Soldier for Life program.

■ Support legislation to authorize pretax payment of premiums for TRICARE, supplemental long-term care and dental insurance.

■ Prioritize retirement services as a "must fund" program at the Department of the Army level and protect resources to ensure execution is not affected by resource shortfalls at lower levels. Focus on funding pre- and post-retirement services, retiree councils, retiree appreciation events, and outreach and engagement of the retiree community.



LTG James J. Lovelace Jr. (USA Ret.), cochairman of the CSA Retiree Council, and LTG Michael Ferriter, commanding general, Installation Management Command and Assistant Chief of Staff for Installation Management, are partners in caring for the one million retired soldiers and surviving spouses.

■ IMCOM should resource and require all installations to standardize RSO positions at the grade of GS-13.

■ Complete the formal establishment of retirement services offices at major Army Reserve and Army National Guard commands.

■ U.S. Army Human Resources Command (HRC) should review the process for adding retiring soldiers to its "gray area" retiree database to ensure that these soldiers are properly identified, integrated and tracked until their retired pay begins. ("Gray area" retirees are Army Reserve or National Guard soldiers who have completed at least 20 years of service, are no longer serving in the reserve component, and are eligible to receive retired pay when they reach age 60, or younger in some circumstances.)

■ HRC should scrub its "gray area" retiree database to ensure that only those eligible for retired pay receive an application for retired pay. If HRC is unable to execute t recommendation, the Army should request the Defense nance and Accounting Service to establish files on all "g area" retirees.

■ Review retirement services at joint base locations ensure that the transition of installation management other military services has not reduced retirement servi below Army standards.

■ Clearly identify the importance of retired soldiers including them in senior leader talking points, leaders courses, the IMCOM commanding general's top 10 pri ties, and the Army Family and Community Covena (The Council wants to thank GEN Odierno for setting example by communicating directly to retirees on the fr page of each edition of *Echoes*, Army's official newsletter for reti and surviving spouses, and for s porting the ongoing work of the tiree Council.)

■ Sustain funding for printing th editions of Army *Echoes* each year. pand efforts to maximize electr delivery of e-*Echoes*.

■ Permit military retirees to use i itary OneSource, the Internet-based formation and referral service for m resources, including counseling an nancial services.

■ Reduce the age when perma identification cards are issued to spo and surviving spouses from 75 to they purchase Medicare Part B.

■ Authorize space-available air tr for surviving spouses.

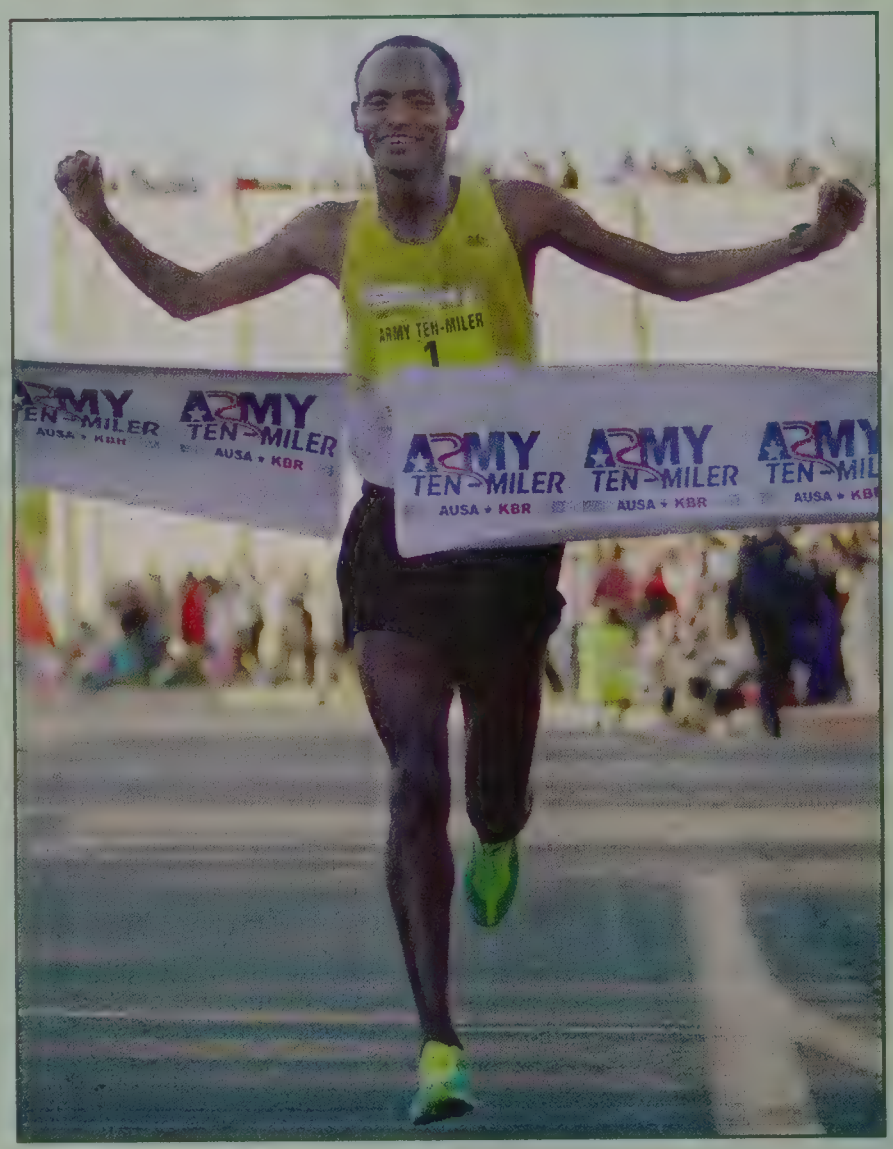
Five of the 14 members of the Co cil, which includes retirees from ac the United States, Europe, Korea and all three Army com nents, end their four-year terms this year. A reques nominations for replacements will be sent to all A RSOs this summer.

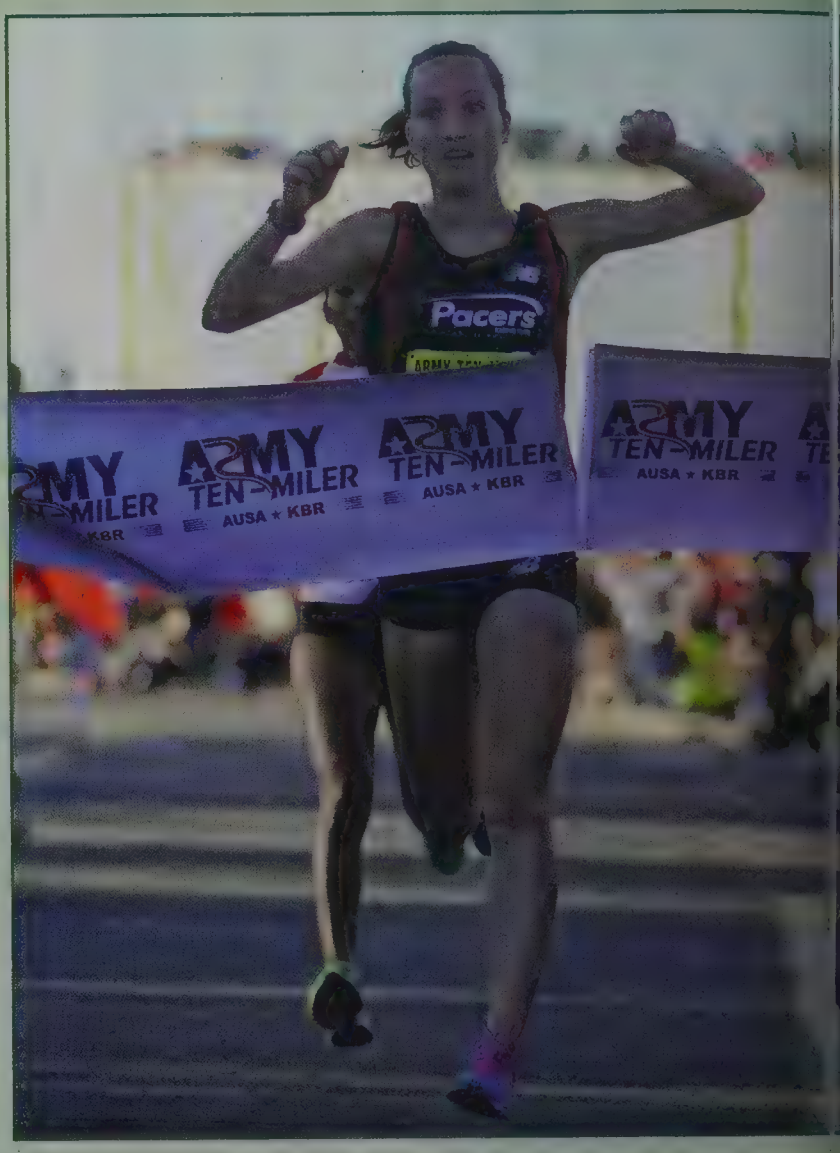
The 2013 Council includes seven noncommissione ficers ranging from sergeant first class to sergeant jor of the army and seven officers ranging from warrant officer (CW5) to lieutenant general. For of all 14 Council members, the installations they resent and the Council's complete reports since 2001, www.armyg1.army.mil/rso/RetireeCouncil.asp.

The Council recognizes the long, dedicated service sacrifices of retired soldiers and their families that mak American way of life possible, and it appreciates the ip of installation retiree councils and the analysis and re mendations of the Army staff, which help the Council vide the Chief of Staff of the Army with advice and re mendations regarding vital issues and concerns of re soldiers, surviving spouses and their families.

ARMY WINNERS







Tesfaye Sendeku-Alemyehu, above left, 28, of Ellicott City, Md., won the 2012 Army Ten-Miler with a time of 47:48 on Oct. 21, 2012, in Washington, D.C. It was his second consecutive win. Kerri Gallagher, above right, 23, of Washington, D.C., won the women's division of the 28th Army Ten-Miler with a time of 56:09.



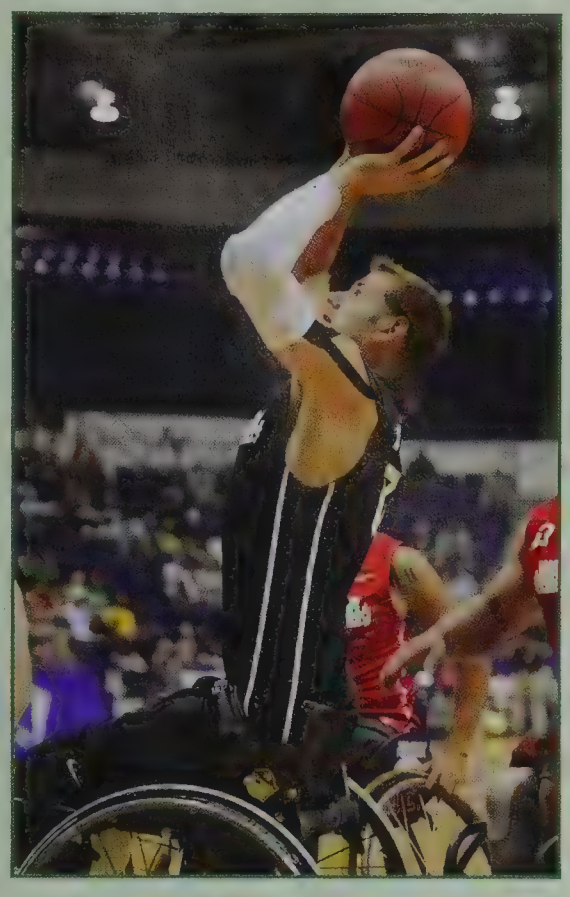


Army Ten-Miler Commander's Cup winners: The Fort Carson, Colo., men's team, above left, won the men's division. The Joint Base Lewis-McChord, Wash., women's team, above right, won the women's division. The All-Army Team, right, won the International Trophy.





Captains Richard Kirby (left) and Ivan Castro won the gold medal in the mixed tandem bicycling event during the 2013 Warrior Games in Colorado Springs in May.



Black McMinn puts up a shot during the gold medal wheelchair basketball match of the 2013 Warrior Games. The Army won the event for the third year in a row.



SPC Elizabeth Wasil won five gold medals for swimming during the 2013 Texas Regional Games.



Retired SGT Monica Y. Southall earned the gold medal in the standing discus event at the 2013 Warrior Games.



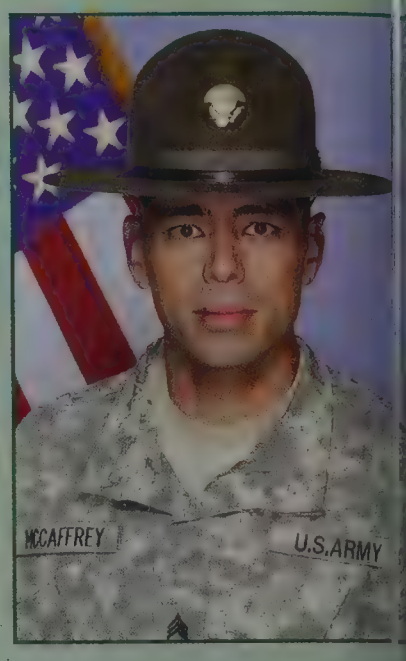


SPC Quintarious Almon, far left, won the gold medal in the 100-meter open final during the track and field competition of the 2013 Warrior Games. Retired SPC Luis Puertas, left, won the men's 100-meter above-the-knee single- and double-amputations event and also took gold in the 1,500-meter race.



SSG Matthew Senna (left), Seventh Army NCO Academy, was named 2012 NCO of the Year. SGT Saral Shrestha won 2012 Soldier of the Year.





SSG David E. Stover, left, Army Training Center, Fort Jackson, S.C., was na
active duty 2013 Drill Sergeant of the Year. SFC Ryan J. McCaffrey, 98th
serve Division, was named Army Reserve 2013 Drill Sergeant of the Year.



SFC Delroy G. Barnett, 32nd Medical Brigade, Fort Sam Houston-Joint Base San Antonio, Texas, was named Advanced Individual Training Platoon Sergeant of the Year.



CPT Zack Mauss, CW4 Andy Druilhet, SSG Joe Buatti and SGT Ian Mc
lum of Company C, 3rd Battalion, 25th Aviation Regiment, 25th Combat
ation Brigade, receive the Australian Chief of Joint Operations Gold
mendation for a medical evacuation in Uruzgan Province, Afghanistan.



COL Gregory D. Gadson receives the PenFed Foundation Military Hero Award from Army Vice Chief of Staff GEN John F. Campbell and Patricia S. Kimmel, president and CEO of Belvoir Federal Credit Union.



CPT Janet Pa
Europe Regio
Medical Com
was named t
Army's Socia
Worker of the
for 2012.



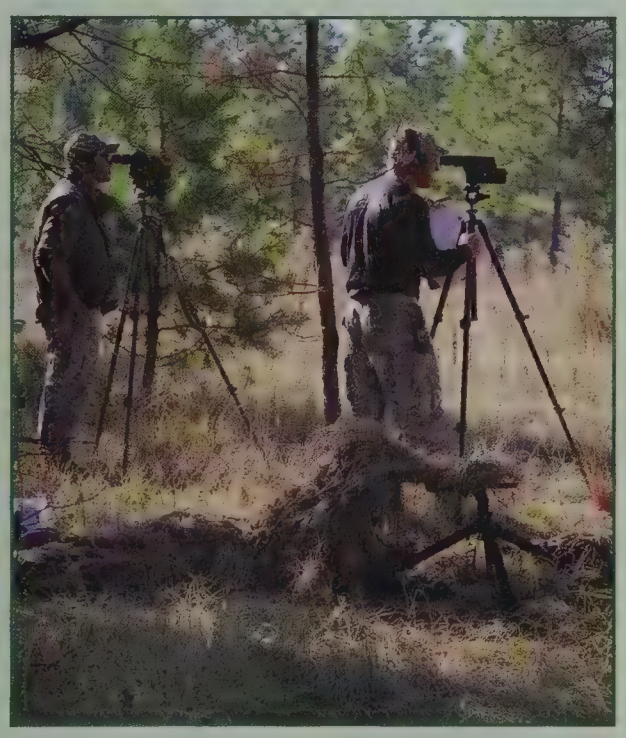
Timothy S. Briggs (left) and SFC Raymond M. Santiago, represent-
he Ranger Training Brigade at Fort Benning, Ga., bested 48 other
ıs to win the 2013 David E. Granger Best Ranger Competition.



A team of soldiers from 4th Brigade Combat Team (Airborne), 25th Infantry Division, U.S. Army Alaska, was named best cavalry scout team in the Army in the inaugural Gainey Cup Competition at Fort Benning, Ga.



ıty-eight company-grade officers who epitomize the values of duty, honor and country
ived the General Douglas MacArthur Leadership Award, presented by Chief of Staff of
Army GEN Raymond T. Odierno and James Wofford of the Douglas MacArthur Foundation.



SPC Tyler Payne (left) and SSG Daniel Horner of the U.S. Army Marksmanship Unit competed in the live stalk event on their way to victory in the 2012 International Sniper Competition at Fort Benning, Ga.



SSG Andrew Balha (center left), Fort Carson, Colo., and SSG Alexander Folsom (center right), Joint Base Lewis-McChord, Wash., won the 2012 U.S. Army Best Medic Competition at Camp Bullis, Texas.





In photo at left, Chief of Staff of the Army GEN Raymond T. Odierno (far left) and Sergeant Major of the Army Raymond F. Chandler III flank winners of the Walter T. Kerwin Jr. Award for outstanding readiness and training. LTC Warren Couples (second from left) and CSM Gregory Widberg represent 1st Battalion, 182nd Infantry Regiment, Massachusetts Army National Guard. Right, LTC Michael Sharp accepted the award for the 373rd Military Intelligence Battalion, U.S. Army Reserve.



Thomas R. Lamont, assistant secretary of the Army for manpower and reserve affairs, presents LTC Michael K. Kolb with the 2012 Pace Award for his contributions to the Army's business enterprise transformation.



Heidi Shyu, assistant secretary of the Army for acquisition, logistics and technology, accepts an award from multimedia company Thomson Reuters, which named the Army one of its 2012 Top 100 Global Innovators.



MG Stephen R. Lanza (right), commanding general, 7th Infantry Division, presents the National Security Agency Director's Trophy to the 109th Military Intelligence Battalion, 201st Battlefield Surveillance Brigade, 7th Infantry Division, represented by commander LTC Douglas R. Woodall.



12 Army Female hlete of the Year T Ashley Walker, ht, of Joint Base endorf-Richard- son, Alaska; and 2012 Army Male hlete of the Year Michael Dochwat t., below, of Fort Shafter, Hawaii.

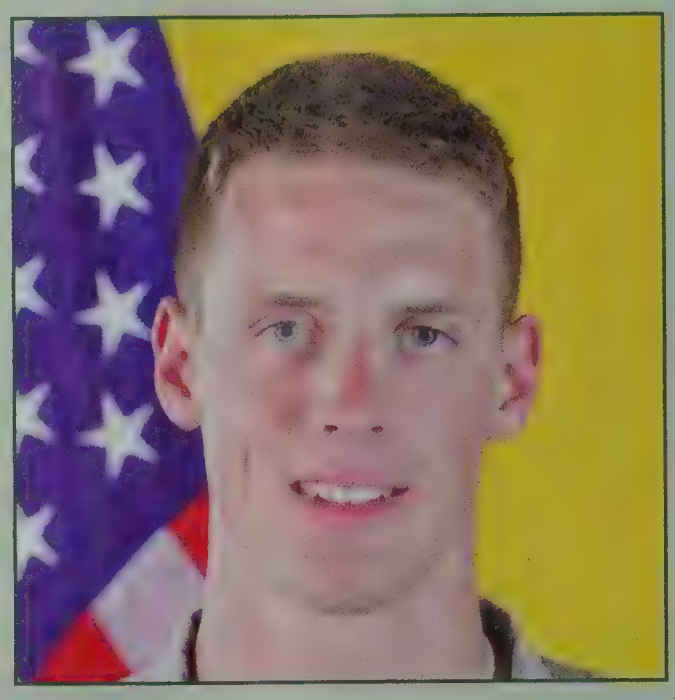


2012 Army Coach of the Year Angel Rivera of U.S. Army Garrison Yongsan in Seoul, South Korea.



U.S. Army Special Operations Command MSG Mike Morton won the 135-mile Badwater Ultramarathon in California and went on to place first in the International Association of Ultrarunners Ninth Annual 24-Hour World and 18th European championships.







Army World Class Athlete Program PFC Nathan Schrimsher, right, took gold in the 2013 USA Pentathlon National Championships; SGT Dennis Bowsher, far right, finished in second place.



SPC Augustus Maiyo, assigned to the Army World Class Athlete Program at Fort Carson, Colo., won the 2012 Marine Corps Marathon with a time of 2:20:20, leading the All-Army team to victory.



CPT Nicholas Sterghos of Fort Hood, Texas, won the 2013 Armed Forces Triathlon with a time of 1:49:21 for the 1,500-meter swim, 40-kilometer bike race and 10-kilometer run.



SFC James Henderson (center), U.S. Army Marksmanship Unit (USAMU), won the 2013 Interservice Pistol Championship at Fort Benning, Ga. SSG Patrick Franks (left), USAMU, came in second, and Army Reserve SFC Keith Sanderson (right) placed third.



SSG Josh Richmond, USAMU, won the gold medal in double trap at the 2012 World Cup Shotgun Final in Maribor, Slovenia.



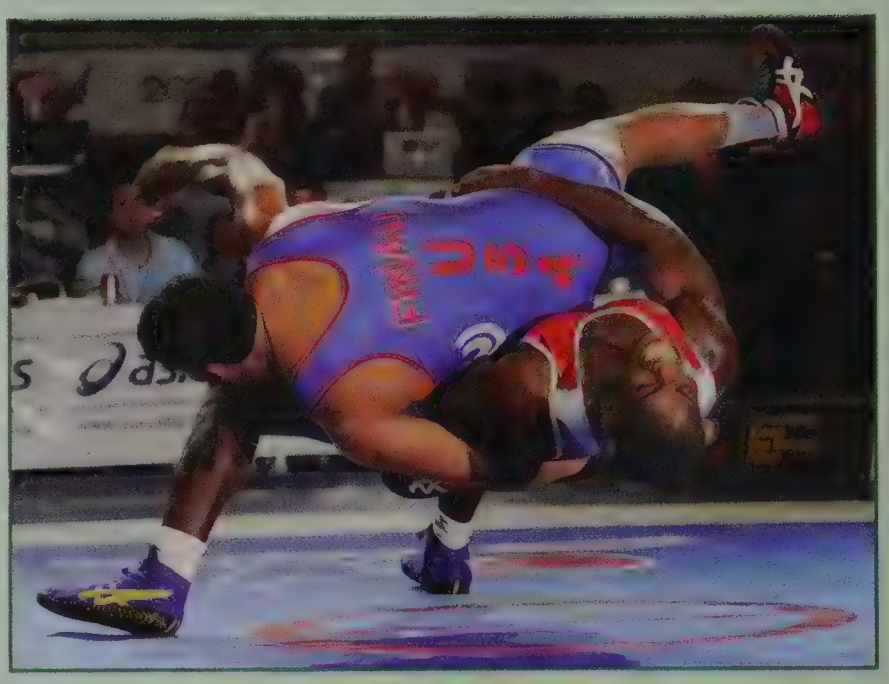
SFC Geoffrey Applegate (center), California National Guard, won the overall individual championship at the 2013 U.S. Army Small Arms Championship and took home a Secretary of the Army M-1 Garand Trophy Rifle. Presenting the award are LTC Don King (left), commander, USAMU, and COL Michael W. Rauhut, commander, 197th Infantry Brigade.



Team Fort Hood, Texas, was named Culinary Team of the Year during the 38th annual Military Culinary Arts Competitive Training Event.



The Army men's and women's teams swept the 2013 Armed Forces Cross Country Championships.



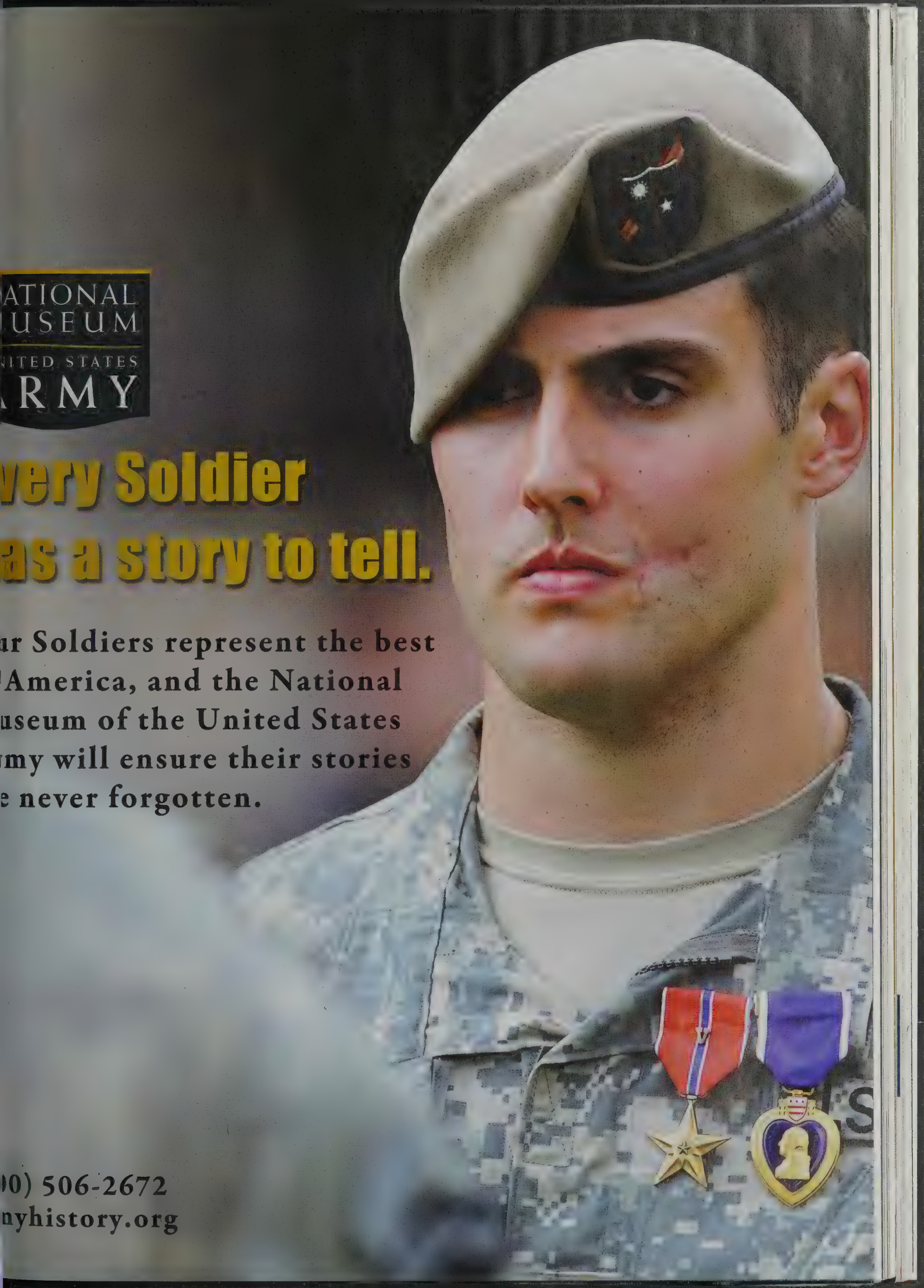
Army World Class Athlete Program wrestler SPC Caylor Williams throws his opponent en route to victory in the 96-kilogram/211.5-pound Greco-Roman division of the 2013 U.S. World Team Trials.



Army World Class Athlete Program boxer SPC Steven Nelson, pictured scoring at the 2013 Armed Forces Boxing Championships at Marine Corps Base Camp Pendleton, Calif., won the light-heavyweight crown at the 2013 National Golden Gloves Championships.



SPC Marquis Moore, pictured landing a left jab during the 201 Armed Forces Boxing Championships, won the 165-pound divi sion at the 2013 National Golden Gloves Championships.


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Secretary of the Army



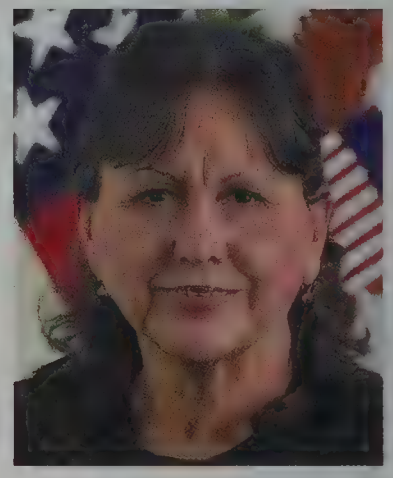
Hon. Joseph W. Westphal
Under Secretary of the Army



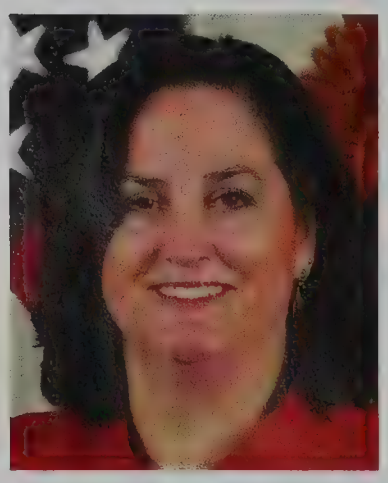
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Hon. Jo-Ellen Darcy
Asst. Secretary
(Civil Works)



Hon. Mary Sally Matiella
Asst. Secretary (Financial
Management and Comptroller)



Hon. Katherine G. Hammack
Asst. Secretary
(Installations, Energy and
Environment)



Hon. Heidi Shyu
Asst. Secretary (Acquisition,
Logistics and Technology)



Hon. Brad R. Carson
General Counsel

The information is this directory is supplied by the Department of the Army and reflects known information at press time.

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GEN Raymond T. Odierno
Chief of Staff



GEN John F. Campbell
Vice Chief of Staff



SMA Raymond F. Chandler III
Sergeant Major of the Army



LTG Flora D. Darpino
The Judge Advocate General



LTG Patricia D. Horoho
The Surgeon General



MG David E. Quantock
Provost Marshal General



Ch. (MG) Donald L. Rutherford
Chief of Chaplains

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Director, Army Staff



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DCS, G-1



LTG Mary A. Legere
DCS, G-2



LTG James L. Huggins Jr.
DCS, G-3/5/7



LTG Raymond V. Mason
DCS, G-4



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LTG Michael Ferriter
ACS, Installation Management

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Chief, Army Reserve



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Director, Army National Guard



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Command Chief Warrant
Officer, Army Reserve



CW5 Thomas (Gary) Ensminger
Command Chief Warrant
Officer, Army National Guard



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Command Sergeant Major,
Army Reserve



CSM Brunk W. Conley
Command Sergeant Major,
Army National Guard

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of the Army



Mr. Gerald B. O'Keefe
Administrative Assistant
to the Secretary of the Army



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Mil. Dep./Dir., Army Acquisition
Corps, OASA (ALT)



LTG Susan S. Lawrence
Chief Information Officer/G-6



LTG Thomas W. Spoehr
Director, Office of Business
Transformation, OUSA



LTG Peter M. Vangjel
The Inspector General



LTG Joseph E. Martz
Mil. Dep. Budget, OASA
(Financial Management
and Comptroller)



Mr. Randall L. Exley
Auditor General



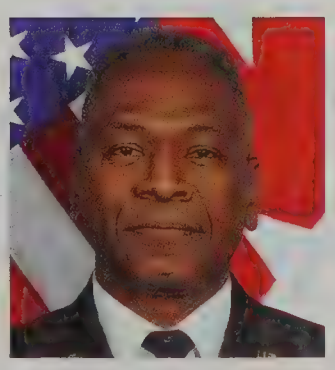
Mr. Patrick K. Hallinan
Executive Director, Army
National Military Cemeteries



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Chief, Legislative Liaison



Ms. Tracey L. Pinson
Director, Small Business
Programs



MG Errol R. Schwartz
Chairman, Army Reserve Forces
Policy Committee



BG(P) Gary J. Volesky
Chief, Public Affairs

SENIOR ARMY OFFICERS IN SPECIAL/JOINT ASSIGNMENTS

(Officers are listed here according to their combined, joint or other special assignment title. If an officer also holds an Army-specific command position—a "dual-hat" assignment—he or she is listed by that title in the respective Command & Staff section.)

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GEN Lloyd J. Austin III

Commander, U.S. Northern Command/ Commander, North American Aerospace Defense Command
GEN Charles H. Jacoby Jr.

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GEN David M. Rodriguez

Commander, United Nations Command/ Combined Forces Command/U.S. Forces Korea
GEN Curtis M. Scaparrotti

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LTG Kathleen M. Gainey

Deputy Commander, U.S. Special Operations Command
LTG John F. Mulholland Jr.

Principal Deputy Director of Cost Assessment and Program Evaluation Office of the Secretary of Defense
LTG Robert P. Lennox

Director, Joint Improvised Explosive Device Defeat Organization
LTG John D. Johnson

Chief, Office of Security Cooperation-Iraq U.S. Central Command
LTG John M. Bednarek

Commander, Joint Special Operations Command/ Commander, Joint Special Operations Command Forward U.S. Special Operations Command
LTG Joseph L. Votel

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LTG Michael T. Flynn

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LTG Frederick B. Hodges

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LTG Mark Milley

Commander, Combined Security Transition Command-Afghanistan/ Commander, NATO Training Mission-Afghanistan
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Senior Military Advisor to the Secretary of Defense
LTG Robert B. Abrams

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Office of the Chief of Staff, Army
CW5 Ronald G. Galloway

Office of the Vice Chief of Staff, Army
CW5 Landy D. Flowers

Headquarters, Department of the Army/G-3/5/7
CW5 David Williams

Headquarters, Department of the Army/G-1
CW5 Arland W. Jackson

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CSM Robert A. Winzenried

U.S. Strategic Command
CSM Patrick Z. Alston

United Nations Command/Combined Forces Command/U.S. Forces Korea
CSM John W. Troxell

U.S. Southern Command
CSM William B. Zaiser

International Security Assistance Force Joint Command/ U.S. Forces-Afghanistan
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Defense Logistics Agency
CSM Sultan A. Muhammad

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CSM Gabriel Cervantes

U.S. Joint Force Headquarters-National Capital Regi
CSM David O. Turnbull

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CSM Matthew D. Barnes

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CSM Jeffrey Stigall

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CSM William E. High

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Army Corrections Command
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MG David E. Quantock

Army Environmental Policy Institute
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Joseph S. Vallone (Acting)

Army Public Affairs Center
Fort Meade, Md.
COL Richard Patterson

Army Review Boards Agency
Arlington, Va.
Catherine Mitrano

Asymmetric Warfare Group
Fort Meade, Md.
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Center for Army Analysis
Fort Belvoir, Va.
William F. Crain

Center of Military History
Washington, D.C.
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Aberdeen Proving Ground, Md.
Barbara Panther

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SGM Joseph P. Lister

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S. Army Resources and Programs Agency
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(Vacant)

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CSM Christopher Greca

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CSM Jesse L. Andrews Jr.

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CSM Dennis E. Defreese

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CSM Everett O. Clark

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CSM Neil McKinley

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479th Field Artillery Brigade, Division West
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CSM Steven Brown

166th Aviation Brigade, Division West
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CW4 Carl U. Fox III
CSM Glen Vela

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LTG Robert B. Brown
CSM James Norman III

7th Infantry Division
JB Lewis-McChord, Wash.
MG Stephen R. Lanza
CSM Delbert D. Byers

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COL Louis A. Zeisman
CSM Timothy S. Dotson

3rd SBCT, 2nd Infantry Division
JB Lewis-McChord, Wash.
COL Hugh Bair
CSM Peter Smith

4th SBCT, 2nd Infantry Division
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COL Michael Getchell
CSM Oscar Vinson

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CW5 Rex A. Finley
CSM Stephen D. Tillman

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CSM Eugene Russell

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CSM Kevin Bryan

201st Battlefield Surveillance Brigade
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CSM Dayron Vargas

593rd Sustainment Command (Expeditionary)
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CSM Erik R.R. Frey

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JB Lewis-McChord, Wash.
COL David I. Chase
CSM Keith Devos

62nd Medical Brigade
JB Lewis-McChord, Wash.
COL John P. Collins
CSM David M. Rogers

Joint Base Garrison
JB Lewis-McChord, Wash.
COL Chuck Hodges
CSM Ronald Johnson

III Corps
Fort Hood, Texas
LTG Mark A. Milley
CSM Scott C. Schroeder

1st Cavalry Division
Fort Hood, Texas
MG Anthony R. Ierardi
(Vacant)

1st Brigade Combat Team (BCT), 1st Cavalry Division
Fort Hood, Texas
COL Steven W. Gilland
CSM Mervyn M. Ripley Jr.

2nd BCT, 1st Cavalry Division
Fort Hood, Texas
COL Robert F. Whittle
CSM Joseph T. McFarlane

3rd BCT, 1st Cavalry Division
Fort Hood, Texas
COL David Lesperance
CSM Scott R. Peare

4th BCT, 1st Cavalry Division
Fort Hood, Texas
COL William Benson
CSM Christopher Menton

1st Air Cavalry Brigade, 1st Cavalry Division
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CW5 Troy A. Degolyer
CSM Chris Amagliani

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Fort Hood, Texas
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CSM Antonio Dunston

4th Infantry Division (Mechanized)
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CSM Brian M. Stall

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Fort Carson, Colo.
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CSM Edison M. Rebuck

2nd ABCT, 4th Infantry Division
Fort Carson, Colo.
COL Omar J. Jones
CSM Robert G. Lehtonen

3rd ABCT, 4th Infantry Division
Fort Carson, Colo.
COL Gregory Sierra
CSM Douglas R. Maddi

4th Infantry Brigade Combat Team (IBCT), 4th Infantry Division
Fort Carson, Colo.
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CSM Danny L. Day

4th Combat Aviation Brigade, 4th Infantry Division
Fort Carson, Colo.
COL Robert T. Ault
CW5 Kevin M. Detlefsen
CSM Antoine Duchatelier

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CSM Jacinto Garza

214th Fires Brigade, 4th Infantry Division
Fort Sill, Okla.
COL Andrew D. Preston
CSM Mark A. Aaron

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Fort Hood, Texas
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CSM Patrick Akuna

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CSM Terry E. Parham Sr.

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CSM Alton W. Haney

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COL James Park III
CSM Maurice Rambert

13th Financial Management Center
Fort Hood, Texas
COL Archie Davis
SGM Deborah Gibson

1st Medical Brigade
Fort Hood, Texas
COL Bertram Providence
CSM Michael J. Mullaney

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Fort Hood, Texas
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CSM Timothy C. Todd

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CSM Douglas Padgett

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CSM Peter J. Ladd

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CSM William Maddox

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1st Infantry Division
Fort Riley, Kan.
MG Paul E. Funk II
CSM Charles V. Sasser Jr.

1st HBCT, 1st Infantry Division
Fort Riley, Kan.
COL John W. Reynolds III
CSM Mark Kiefer

2nd HBCT, 1st Infantry Division
Fort Riley, Kan.
COL Jeffery Broadwater
CSM Christopher Gilpin

3rd IBCT, 1st Infantry Division
Fort Knox, Ky.
COL William Ostlund
CSM Bradley Meyers

4th IBCT, 1st Infantry Division
Fort Riley, Kan.
COL Peter Minagla
CSM Joseph Dallas

Combat Aviation Brigade, 1st Infantry Division
Fort Riley, Kan.
COL Matthew Lewis
CSM Jason Werner

Sustainment Brigade, 1st Infantry Divisi
Fort Riley, Kan.
COL Robert Law
CSM Tomeka O'Neal

75th Fires Brigade
Fort Sill, Okla.
COL Mike Eastman
CSM Carlos R. Sotobonilla

4th Maneuver Enhancement Brigade
Fort Leonard Wood, Mo.
COL James Reckard III
CSM Frederico Boyce

1st Armored Division
Fort Bliss, Texas
MG Sean B. MacFarland
CSM Ronnie R. Kelley

1st BCT, 1st Armored Division
Fort Bliss, Texas
COL Kenneth Adgie
CSM Russell Reimers

2nd BCT, 1st Armored Division
Fort Bliss, Texas
COL Thomas Dorame
CSM Arthur Conners III

3rd BCT, 1st Armored Division
Fort Bliss, Texas
COL Christopher C. LaNeve
CSM Corbett L. Whitmore

4th BCT, 1st Armored Division
Fort Bliss, Texas
COL Terry Cook
CSM Richard R. Clark

Combat Aviation Brigade, 1st Armored Division
Fort Bliss, Texas
COL Carey Wagen
CW5 Kevin E. Smith
CSM Michael P. O'Donnell

212th Fires Brigade
Fort Bliss, Texas
COL Hayward G. Hutson III
CSM Franklin M. Jacobs

15th Sustainment Brigade
Fort Bliss, Texas
COL Curtis A. Johnson
CSM Larry Parks

2nd Army Air Missile Defense Command
Fort Bliss, Texas
BG James H. Dickinson
CSM Darrin L. Jeffries

11th Air Defense Artillery Brigade
Fort Bliss, Texas
COL Clement S. Coward
CSM Byron E. Ferguson

XVIII Airborne Corps
Fort Bragg, N.C.
LTG Joseph Anderson
CSM Isaia Vimoto

3rd Infantry Division
Fort Stewart, Ga.
MG John (Mike) Murray
CSM Edd Watson

1st Heavy Brigade Combat Team (HBCT), 3rd Infantry Division
Fort Stewart, Ga.
COL James R. Crider
CSM Herbert O. Kirkover

2nd HBCT, 3rd Infantry Division
Fort Stewart, Ga.
COL Douglas C. Cardinale
CSM Jefferson D. Moser

3rd HBCT, 3rd Infantry Division
Fort Benning, Ga.
COL Charles D. Costanza
CSM Michael D. Green

4th IBCT, 3rd Infantry Division
Fort Stewart, Ga.
COL Kimo C. Gallahue
CSM Alan K. Hummel

Combat Aviation Brigade, 3rd Infantry Division
Hunter Army Airfield, Ga.
COL Allan M. Pepin
CW5 Allen R. Godfrey
CSM James Snyder

3rd Sustainment Brigade
Fort Stewart, Ga.
COL Joseph R. Novack Jr.
CSM Forbes Daniels

10th Mountain Division (Light Infantry)
Fort Drum, N.Y.
MG Stephen J. Townsend
CSM Rick Merritt

1st IBCT, 10th Mountain Division
Fort Drum, N.Y.
COL Stephen L. Michael
CSM David Martel

2nd IBCT, 10th Mountain Division
Fort Drum, N.Y.
COL Dennis S. Sullivan
CSM Benjamin Jones

3rd IBCT, 10th Mountain Division
Fort Drum, N.Y.
COL Samuel E. Whitehurst
CSM Sean T. Watson

4th IBCT, 10th Mountain Division
Fort Polk, La.
COL Mario Diaz
CSM Noe Salinas

Combat Aviation Brigade, 10th Mountain Division
Fort Drum, N.Y.
COL David Francis
CW5 Jeffrey J. Fitzgerald
CSM Kenneth E. Patton

10th Sustainment Brigade
Fort Drum, N.Y.
COL Willie I. Rios III
CSM Jose A. Castillo

82nd Airborne Division
Fort Bragg, N.C.
MG John W. Nicholson Jr.
CSM LaMarquis Knowles

1st IBCT (Airborne), 82nd Airborne Division
Fort Bragg, N.C.
COL Trevor J. Bredencamp
CSM Scott A. Brzak

2nd IBCT (Airborne), 82nd Airborne Division
Fort Bragg, N.C.
COL Patrick Hynes
CSM Jeffrey Nall

3rd IBCT (Airborne), 82nd Airborne Division
Fort Bragg, N.C.
COL Michael Fenzel
CSM Nicholas A. Rolling

4th IBCT (Airborne), 82nd Airborne Division
Fort Bragg, N.C.
COL Tim Watson
CSM William D. Forro

Combat Aviation Brigade, 82nd Airborne Division
Fort Bragg, N.C.
COL Michael J. Musiol
CW5 George R. Kessler
CSM Larry D. Farmer

82nd Sustainment Brigade
Fort Bragg, N.C.
COL Mark D. Collins
CSM Alberto Delgado

16th Military Police Brigade
Fort Bragg, N.C.
COL Alexander Conyers
CSM Thomas S. Sivak Jr.

20th Engineer Brigade
Fort Bragg, N.C.
COL James Raymer
CSM Dewayne Keel

44th Medical Brigade
Fort Bragg, N.C.
COL Jeffrey J. Johnson
CSM Stephen Maldonado

108th Air Defense Artillery Brigade (32nd AAMDC)
Fort Bragg, N.C.
COL Sean Gainey
CSM Harold Lincoln

525th Battlefield Surveillance Brigade
Fort Bragg, N.C.
COL David Woods
CSM Sheryl D. Lyon

18th Fires Brigade (Airborne)
Fort Bragg, N.C.
COL Robert Morschauser
CSM Roger Jacobs

101st Airborne Division (Air Assault)
Fort Campbell, Ky.
MG James C. McConville
CSM Alonzo J. Smith

1st IBCT, 101st Airborne Division
Fort Campbell, Ky.
COL Joseph P. McGee
CSM Thomas Guglielmo

2nd IBCT, 101st Airborne Division
Fort Campbell, Ky.
COL Daniel Walrath
CSM Brandon Haywood

3rd IBCT, 101st Airborne Division
Fort Campbell, Ky.
COL R.J. Lillibridge
CSM Eric Crabtree

4th IBCT, 101st Airborne Division
Fort Campbell, Ky.
COL Valery Keaveny
CSM William Hambrick

101st Combat Aviation Brigade
Fort Campbell, Ky.
COL Paul Bontrager
CW5 Robert W. Purdy
CSM Harold Plattenberg

159th Combat Aviation Brigade
Fort Campbell, Ky.
COL Jimmy Blackmon
CW5 Robert S. Jackson
CSM Ronald Dvorsky

101st Sustainment Brigade
Fort Campbell, Ky.
COL Charles Hamilton
CSM Eugene Thomas

20th Support Command (CBRNE)
Aberdeen Proving Ground, Md.
BG James B. Burton
CSM David M. Puig

48th Chemical Brigade
Fort Hood, Texas
COL Sven C. Erichsen
CSM Kenneth M. Graham

52nd Ordnance Group
Fort Campbell, Ky.
COL Marue Quick
CSM Robert L. Hockstedler

71st Ordnance Group
Fort Carson, Colo.
COL William McDonough
CSM Michael Woods

National Training Center (NTC)
Fort Irwin, Calif.
BG Theodore D. Martin I
CSM Lance P. Lehr

916th Support Brigade
Fort Irwin, Calif.
COL James Kazmierczak
CSM James Huggins

11th Armored Cavalry Regiment
Fort Irwin, Calif.
COL John L. Ward
CSM Stephan J. Travers

Joint Readiness Training Center (JRTC)
Fort Polk, La.
BG William B. Hickman
CSM Eric Crabtree

162nd Infantry Brigade
Fort Polk, La.
COL Matthew McKenna
CSM Pete Smith

1st Maneuver Enhancement Brigade
Fort Polk, La.
COL Bret VanCamp
CSM Edward E. Russell

Air Traffic Services Command
Fort Rucker, Ala.
COL Michael L. Shenk
CSM Richard A. Mitchell

164th Theater Airfield Operations Group
Fort Rucker, Ala.
COL Michael L. Shenk
CSM Jorge O. Soriano

3rd Sustainment Command (Expeditionary)
Fort Knox, Ky.
BG Flem B. Walker Jr.
CSM Karl A. Roberts Sr.

7th Sustainment Brigade
JB Langley-Eustis, Va.
COL Jennifer A. Reinkober
CSM Tony Escalano

49th Quartermaster Group
Fort Lee, Va.
COL Rodney D. Fogg
CSM Jay A. Porter

11th Signal Brigade
Fort Hood, Texas
COL James Parks III
CSM Maurice Rambert

35th Theater Tactical Signal Brigade
Fort Gordon, Ga.
COL Robert L. Edmonson II
CSM Angel Ramos

TRAINING AND DOCTRINE COMMAND

Headquarters
JB Langley-Eustis, Va.
GEN Robert W. Cone
LTG David D. Halverson
CSM Daniel A. Dailey

Combined Arms Center
Fort Leavenworth, Kan.
LTG David G. Perkins
CSM Jeffrey L. Wright

Army Capabilities Integration Center
JB Langley-Eustis, Va.
LTG Keith C. Walker
CSM Tyrone Johnson

Initial Military Training Center of Excellence
JB Langley-Eustis, Va.
MG Bradley W. May
CSM John R. Calpena

Recruiting Command
Fort Knox, Ky.
MG Allen W. Batschelet
CSM Willie C. Clemmons

1st Recruiting Brigade
Fort Meade, Md.
COL Sean F. Mullen
CSM Stephen E. Bowens

2nd Recruiting Brigade
Redstone Arsenal, Ala.
COL David F. Stewart
CSM Milton Rhodie

3rd Recruiting Brigade
Fort Knox, Ky.
COL John E. Box
CSM Peter A. Moody

5th Recruiting Brigade
San Antonio, Texas
COL Lionel W. Magee Jr.
CSM Manuel D. Atencio

6th Recruiting Brigade
North Las Vegas, Nev.
COL Collin J. Fortier
CSM Ernest J. Sanchez

Medical Recruiting Brigade
Fort Knox, Ky.
COL Karrie A. Fristoe
CSM James D. Watson

Cadet Command
Fort Knox, Ky.
MG Jefforey A. Smith
CSM Roger Howard

1st Reserve Officers' Training Corps
Fort Knox, Ky.
COL David L. Wood
CSM Christopher M. Martinez

2nd ROTC Brigade
JB McGuire-Dix-Lakehurst, N.J.
COL Scott W. Heintzelman
CSM Oscar R. Arroyo

3rd ROTC Brigade
Great Lakes Naval Station, Ill.
COL Troy L. Douglas
CSM Robert Blakey

4th ROTC Brigade
Fort Bragg, N.C.
COL Peter B. Edmonds
SGM Darrin A. Kinder

5th ROTC Brigade
Fort Sam Houston-JB San Antonio, Texas
COL James E. Dodson
CSM Keith Moore

6th ROTC Brigade
Hunter Army Airfield, Ga.
COL Brent Barnes
CSM Douglas Pallister

7th ROTC Brigade
Fort Knox, Ky.
COL Leona C. Knight
CSM Edward W. Mitchell

8th ROTC Brigade
JB Lewis-McChord, Wash.
COL John A. Kelly
CSM Richard L. Leirdahl

Adjutant General School
Fort Jackson, S.C.
COL Todd Garlick
CW5 Coral J. Jones
CSM Christopher D. Culbertson

Air Defense Artillery School
Fort Sill, Okla.
BG Donald G. Fryc
CW5 Herman O. Burton
CSM Jerome Wiggins

Armor School
Fort Benning, Ga.
COL(P) Leopoldo A. Quintas
CSM Michael S. Clemens (Interim)

Army Training Center
Fort Jackson, S.C.
BG Bradley A. Becker
CSM Kevin R. Benson

Aviation Center of Excellence
Fort Rucker, Ala.
MG Kevin W. Mangum
CW5 Michael L. Reese
CSM James H. Thomson

128th Aviation Brigade (Aviation Logistics School)
JB Langley-Eustis, Va.
COL Julius Rigole
CW5 Flor D. Armendariz
CSM John J. Moore

Chaplain School
Fort Jackson, S.C.
Ch. (COL) David J. Colwell
CSM Chantel Sena-Diaz

Chemical, Biological, Radiological and Nuclear School
Fort Leonard Wood, Mo.
BG Peggy C. Combs
CSM Gabriel Arnold

Combined Arms Center-Training
Fort Leavenworth, Kan.
BG Michael D. Lundy
CSM Donald L. Rose Jr.

Combined Arms Support Command/ Sustainment Center of Excellence
Fort Lee, Va.
MG Larry D. Wyche
CSM James K. Sims

Command and General Staff College
Fort Leavenworth, Kan.
LTG David G. Perkins
BG Christopher P. Hughes
CSM Joe B. Parson Jr.

Defense Language Institute Foreign Language Center
Presidio of Monterey, Calif.
COL Danial D. Pick
CSM Alan Pendergast

Drill Sergeant School
Fort Jackson, S.C.
CSM Michael McCoy

Engineer School
Fort Leonard Wood, Mo.
BG Anthony Funkhouser
CW5 Scott R. Owens
CSM Butler J. Kendrick Jr.

Field Artillery School
Fort Sill, Okla.
COL(P) Christopher F. Bentley
CW5 Robert R. Whigham
CSM Sam K. Young

Financial Management School
Fort Jackson, S.C.
COL Jeffrey C. Powell
CSM Jeffrey C. Green

Fires Center of Excellence
Fort Sill, Okla.
MG James M. McDonald
CSM Dwight Morrisey

Infantry School
Fort Benning, Ga.
COL David Haight
CSM Timothy Guden

Intelligence Center of Excellence
Fort Huachuca, Ariz.
MG Robert P. Ashley Jr.
CW5 Joe D. Okabayashi
CSM Jeffery Fairley

Army Logistics University
Fort Lee, Va.
John E. Hall, SES, President
CW5 Orville Wilson
CSM Clifton Johnson

Army Management Staff College
Fort Belvoir, Va.
Marvin Nickels (Interim)

Maneuver Center of Excellence
Fort Benning, Ga.
MG H.R. McMaster
CSM James Carabello

Maneuver Support Center of Excellence
Fort Leonard Wood, Mo.
MG Leslie Smith
CSM Terrence Murphy

Military Police School
Fort Leonard Wood, Mo.
BG Mark Spindler
CW5 Leroy Shamburger
CSM John F. McNeirney

Mission Command Center of Excellence
Fort Leavenworth, Kan.
BG Thomas S. James Jr.
SGM Dennis A. Eger

Ordnance School
Fort Lee, Va.
COL(P) John F. Haley
CW5 Terry W. Hetrick
CSM Clinton G. Hall

Quartermaster School
Fort Lee, Va.
BG John O'Neil IV
CW5 Roberto L. Figueroa
CSM Spencer L. Gray

Recruiting and Retention School
Fort Jackson, S.C.
COL Terrance L. Murrill
CSM Tory D. Hendrieth

School of Music
JB Little Creek-Fort Story, Va.
LTC Andrew Esch
CSM Joseph A. Camarda

Sergeants Major Academy
Fort Bliss, Texas
CSM Rory L. Malloy

Signal Center of Excellence
Fort Gordon, Ga.
MG LaWarren (Warren) V. Patterson
CW5 Todd M. Boudreau
CSM Ronald Pflieger

Soldier Support Institute
Fort Jackson, S.C.
COL Paul A. Chamberlain
CSM Annette R. Weber

TRADOC Analysis Center
Fort Leavenworth, Kan.
Pamela Blechinger

Army Training Support Center
JB Langley-Eustis, Va.
COL David J. Liddell
SGM Robert J. French

Transportation School
Fort Lee, Va.
COL John P. Sullivan
CW5 Thomas J. Wilson
CSM Allen B. Offord Jr.

War College
Carlisle Barracks, Pa.
MG Anthony A. Cucolo III
CSM Malcolm Parrish

Warrant Officer Career College
Fort Rucker, Ala.
COL Stanley O. Smith
CW5 Michael R. Funk

Western Hemisphere Institute for Security Cooperation
Fort Benning, Ga.
COL Glenn R. Huber Jr.
CSM Carlos R. Olvera

ARMY MATERIEL COMMAND

Headquarters
Redstone Arsenal, Ala.
GEN Dennis L. Via
LTG Patricia E. McQuistion
CSM Ronald T. Riling

Army Contracting Command
Redstone Arsenal, Ala.
BG Theodore (Ted) C. Harrison
CSM John L. Murray

Army Sustainment Command
Rock Island Arsenal, Ill.
MG John F. Wharton
CSM James E. Spencer

Aviation and Missile Life Cycle Management Command
Redstone Arsenal, Ala.
MG Lynn A. Collyar
CSM Tod L. Glidewell

Communications-Electronics Command Life Cycle Management Command
Aberdeen Proving Ground, Md.
MG Robert S. Ferrell
CSM Kennis J. Dent

Chemical Materials Agency
Aberdeen Proving Ground, Md.
Donald E. Barclay

Joint Munitions Command
Rock Island Arsenal, Ill.
& Joint Munitions and Lethality Life Cycle Management Command
Picatinny Arsenal, N.J.
BG Kristin K. French
CSM Anthony M. Bryant

TACOM Life Cycle Management Command
Warren, Mich.
MG Michael J. Terry
CSM Karl E. Schmitt

Military Surface Deployment and Distribution Command
Scott AFB, Ill.
MG Thomas J. Richardson
CSM Cedric J. Thomas

Research, Development and Engineering Command
Aberdeen Proving Ground, Md.
Dale A. Ormond
CSM Lebert O. Beharie

Army Security Assistance Command
Redstone Arsenal, Ala.
MG Del Turner III
CSM Rodger W. Mansker

Logistics Support Activity
Redstone Arsenal, Ala.
COL Charles B. Solvo

U.S. ARMY EUROPE

Headquarters
Wiesbaden, Germany
LTG Donald M. Campbell Jr.
CSM David S. Davenport

173rd Airborne Brigade Combat Team
Vicenza, Italy
COL Michael Foster
CSM Samuel D. Coston

2nd Cavalry Regiment
Vilseck, Germany
COL Douglas A. Sims II
CSM Wilbert E. Engram Jr.

12th Combat Aviation Brigade
Katterbach, Germany
COL Vincent Torza
CSM Micheal Clowser

10th Air and Missile Defense Command
Kaiserslautern, Germany
COL George Brady
CSM Harold L. Lincoln

21st Theater Sustainment Command
Kaiserslautern, Germany
MG Jack O'Conner
CSM James J. Murrin (Acting)

7th Civil Support Command
Kaiserslautern, Germany
BG Paul M. Benenati
CSM James J. Murrin

16th Sustainment Brigade
Bamberg, Germany
COL Darren Werner
CSM Ismael Rodriguez

18th Engineer Brigade
Schweinfurt, Germany
COL Scott Peterson
CSM Lauro F. Obeada

18th Military Police Brigade
Sembach, Germany
COL Donna Martin
CSM Brenda K. Curfman

266th Finance Center
Kaiserslautern, Germany
COL Thomas (Simon) Seelig
SGM Tommy A. Byrd

405th Army Field Support Brigade
Kaiserslautern, Germany
COL Christopher Roscoe
CSM Bryan Kroontje

Joint Multinational Training Command
Grafenwöhr, Germany
BG Walt Piatt
CSM Jeffrey R. Huggins

U.S. Army Joint Multinational Readiness Center
Hohenfels, Germany
COL John Norris
CSM Eric Dostie

5th Signal Command
Wiesbaden, Germany
COL Mitchell Kilgo
CSM Gerald L. Tyce

2nd Signal Brigade
Wiesbaden, Germany
COL Jimmy L. Hall
CSM Milton Weatherly

7th Theater Tactical Signal Brigade
Schweinfurt, Germany
COL Geoffrey Mangelsdorf
CSM Stephfon Watson

66th Military Intelligence Brigade
Wiesbaden, Germany
COL Kenneth A. Rector
CSM Bernardo B. Serna

U.S. Army Europe Regional Medical Command
Sembach, Germany
COL John P. Collins
CSM Ly Lac

30th Medical Command
Sembach, Germany
COL Koji D. Nishimura
CSM George W. Grace Jr.

Landstuhl Regional Medical Center
Landstuhl, Germany
COL Judith A. Lee
CSM Timothy J. Sprunger

Bavaria Medical Department Activity
Vilseck, Germany
COL E. Darrin Cox
CSM Thomas Sutphin

U.S. Army Public Health Command Regic Europe
Landstuhl, Germany
COL James W. Boles

U.S. Army Medical Materiel Center-Euro
Pirmasens, Germany
COL Thomas C. Slade
SGM James Chambers

U.S. Army Europe Regional Dental Command
Sembach, Germany
COL Michael G. Doran
SGM Mateo J. Alba

409th Contracting Support Brigade
Kaiserslautern, Germany
COL William Bailey
CSM Bentura Fernandez

Task Force Falcon (Multinational Brigade-East)
Camp Bondsteel, Kosovo
COL David J. Woods
CSM Leon D. Gilliam

th Battlefield Coordination Detachment
Ramstein, Germany
COL Steven Hite
SGM Richard Larsen

U.S. Army NATO Brigade
Sembach, Germany
COL Robert Larsen
CSM Joanne Cox

U.S. ARMY AFRICA/SOUTHERN EUROPEAN TASK FORCE

Vicenza, Italy
MG Patrick J. Donahue II
CSM Jeffrey T. Stitzel

HIRD ARMY/U.S. ARMY CENTRAL

Headquarters
Shaw AFB, S.C.
LTG James L. Terry
CSM Ronnie R. Kelley

1st Theater Sustainment Command
Fort Bragg, N.C.
MG Kurt Stein
CSM Charles M. Tobin

1st Theater Sustainment Command (Afghanistan)
Fort Bragg, N.C.
COL Martin Wagner
SGM Dennis Bratton

1 Human Resources Sustainment Center
Fort Bragg, N.C.
COL Ralph E. Williams
SGM Gregory L. Walker

18th Financial Management Center
Fort Bragg, N.C.
COL Stephen Lockridge
CSM Deniece Williams

311th Sustainment Command (Expeditionary)
Los Angeles, Calif.
BG Scottie Carpenter
SGM Karl Roberts

408th Contracting Support Brigade
Fort McPherson, Ga.
COL David Kaczmarski
MSG Kimala Cox

Area Support Group-Kuwait
Camp Arifjan, Kuwait
COL Nickolas Guarino
CSM Jerry Nguyen

Area Support Group-Qatar
Camp As Sayliyah, Qatar
COL William Wozinak
1SG Aaron Huber

4th Battlefield Coordination Detachment
Shaw AFB, S.C.
COL Benjamin Matthews
SGM Kenneth Riley

Task Force Sinai
Sinai Peninsula, Egypt
COL Robert Haycock
CSM Gerald Stegemeier

335th Signal Command
Atlanta, Ga.
BG Christopher Kemp
CSM Damon Owens

513th Military Intelligence Brigade
Fort Gordon, Ga.
COL Steve Breton
CSM Leonard Cordova

69th Air Defense Artillery Brigade
Fort Hood, Texas
COL Brian Gibson
CSM William Maddox

3rd Medical Command (Deployment Support)
Atlanta, Ga.
COL Raymond Murray
SGM Robert Boudnek

401st Army Field Support Brigade
Afghanistan
COL Mark Paget
CSM Charlie Chavez

U.S. ARMY NORTH (FIFTH ARMY)

Headquarters
Fort Sam Houston-JB San Antonio, Texas
LTG Perry L. Wiggins
CSM Hu B. Rhodes

U.S. ARMY SOUTH

Headquarters
Fort Sam Houston-JB San Antonio, Texas
MG Joseph P. DiSalvo
CSM Dennis C. Zavodsky

U.S. ARMY PACIFIC

Headquarters
Fort Shafter, Hawaii
GEN Vincent K. Brooks
CSM Frank M. Leota

25th Infantry Division
Schofield Barracks, Hawaii
MG William K. Fuller
CSM Benjamin Jones

2nd SBCT, 25th Infantry Division
Schofield Barracks, Hawaii
COL Thomas H. Mackey
CSM Michael A. Crosby

3rd IBCT, 25th Infantry Division
Schofield Barracks, Hawaii
COL Brian S. Eifler
CSM David M. Clark

Combat Aviation Brigade 25th Infantry Division
Wheeler Army Airfield, Hawaii
COL Kenneth A. Hawley
CW5 Joseph B. Roland
CSM Eric S. Pitkus

8th Theater Sustainment Command
Fort Shafter, Hawaii
MG Stephen R. Lyons
CSM Nathan J. Hunt III

45th Sustainment Brigade
Schofield Barracks, Hawaii
COL Gregory Boyd
CSM Erik R.R. Frey

10th Area Support Group
Torii Station, Okinawa, Japan
COL Lance R. Koenig
CSM Shelton Williamson

8th Military Police Brigade
Schofield Barracks, Hawaii
COL Mark A. Jackson
CSM Richard A. Woodring

130th Engineer Brigade
Schofield Barracks, Hawaii
COL Diana M. Holland
CSM John W. Etter Jr.

311th Signal Command
Fort Shafter, Hawaii
MG James T. Walton
CSM Travis L. Cherry

516th Signal Brigade
Fort Shafter, Hawaii
COL Cleophus Thomas
CSM Allen Braswell

94th Army Air & Missile Defense Command
Fort Shafter, Hawaii
BG Daniel L. Karbler
CSM Tedd J. Pritchard

18th Medical Command
Fort Shafter, Hawaii
COL Bret T. Ackermann
CSM Garfield D. Skyers

500th Military Intelligence Brigade
Schofield Barracks, Hawaii
COL William Mangan
CSM Dan S. McCraw Jr.

196th Infantry Brigade (Training Support)
Fort Shafter, Hawaii
COL Michael J. Forsyth
CSM Norman G. Corbett

413th Contracting Support Brigade
Fort Shafter, Hawaii
COL Martin A. Zybura
CSM Douglas L. Adam

U.S. Army Japan/I Corps FWD
Camp Zama, Japan
MG James C. Boozer
CSM Steven L. Payton

U.S. Army Alaska (USARAK)
JB Elmendorf-Richardson (ER), Alaska
MG Michael H. Shields
CSM Bernard L. Knight

1st SBCT, 25th Infantry Division
Fort Wainwright, Alaska
COL Brian J. Reed
CSM Ray R. Lewis

4th BCT (Airborne), 25th Infantry Division
JB-ER, Alaska
COL Matt McFarlane
CSM Frank E. Hacker

2nd Engineer Brigade
JB-ER, Alaska
COL Thomas J. Roth
CSM Antonio S. Jones

Installation Management Command-Pacific Region
Fort Shafter, Hawaii
Debra D. Zedalis, SES, Dir.
CSM Phillip D. Pandy

U.S. Army Garrison (USAG) Hawaii
Wheeler Army Airfield, Hawaii
COL Daniel W. Whitney
CSM Philip J. Brunwald

USAG Japan
Honshu, Japan
COL Joy Curriera
CSM Katarina M. Najee

JB-ER, Alaska
(673rd Air Base Wing)
COL William Huber
CSM Jesse Pratt

USAG Fort Greely
Fort Greely, Alaska
LTC Brian Speas
CSM Chris Brown

USAG Fort Wainwright
Fort Wainwright, Alaska
COL Ronald M. Johnson
CSM David L. Perkins

ARMY SPECIAL OPERATIONS COMMAND

Headquarters
Fort Bragg, N.C.
LTG Charles T. Cleveland
BG Darsie D. Rogers
CSM George A. Bequer

U.S. Army Special Forces Command (Airborne)
Fort Bragg, N.C.
MG Christopher Haas
COL Randall M. Zeegers
CW5 Richard Kunz
CSM Brian D. Edwards

1st Special Forces Group (Airborne)
JB Lewis-McChord, Wash.
COL Robert McDowell
COL Maxey B. Carpenter
CW5 Roland Shackford
CSM Brian Johnson

3rd Special Forces Group (Airborne)
Fort Bragg, N.C.
COL Patrick B. Roberson
COL Michael A. Ball
CW5 Edward K. Hall
CSM Brian Rarey

5th Special Forces Group (Airborne)
Fort Campbell, Ky.
COL John Brennan
COL Frederick Prins
CW5 Steven Mellar
CSM Dwayne H. Cox

7th Special Forces Group (Airborne)
Eglin AFB, Fla.
COL Christopher Riga
COL Robert Kirila
CW5 Tommy Austin
CSM Amil Alvarez

10th Special Forces Group (Airborne)
Fort Carson, Colo.
COL George K. Thiebes
COL James Huggins
CW5 Alan W. Bowden
CSM Jason Krider

19th Special Forces Group (Airborne)
(National Guard)
Draper, Utah
COL Steven Watt
CW5 Osvaldo Soto
CSM Bruce Bollinger

20th Special Forces Group (Airborne)
(National Guard)
Birmingham, Ala.
COL Randall M. Zeegers
CW5 Gabriel J. Ambrozaitis
CSM David Wolff

JFK Special Warfare Center and School
Fort Bragg, N.C.
MG Edward M. Reeder Jr.
BG David G. Fox
CW5 Heriberto Serrano Jr.
CSM Frank Gilliand

1st Special Warfare Training Group (Airborne)
Fort Bragg, N.C.
COL Miguel Correa
CW5 Robert Hart
CSM Channing C. Bell

Special Warfare Medical Group (Airborne
Fort Bragg, N.C.
COL Sean Lee
CSM Robert Meffert

75th Ranger Regiment
Fort Benning, Ga.
COL Christopher Vanek
CSM Nicholas Bielich II

Army Special Operations Aviation Comma
Fort Bragg, N.C.
BG Clayton M. Hutmacher
COL Dean D. Heitkamp
CW5 Robert W. Witzler
CSM David L. Leamon

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CW4 Patrick N. Nelligan
CSM William J. Payne

88th Regional Support Command
Fort McCoy, Wis.
MG Karen LeDoux
CSM Michael Koszuta

99th Regional Support Command
JB McGuire-Dix-Lakehurst, N.J.
MG Margaret W. Boor
CW5 Vincent Giordano
CSM Richard Castelveter

87th U.S. Army Reserve Support Command (E)
Birmingham, Ala.
BG Peter Bosse
CSM Rossie L. Peters

85th U.S. Army Reserve Support Command (W)
Arlington Heights, Ill.
BG Gracus K. Dunn
CSM Kevin Greene

80th Training Command (TASS)
Richmond, Va.
MG William H. Gerety
CW5 Charles Durham
CSM James Will

100th Division (OS)
Fort Knox, Ky.
BG Mark C. Arnold
CSM James D. Isaacs

451st Sustainment Command (Expeditionary)
Wichita, Kan.
BG Kenneth D. Jones
CW4 Shirley Casias
CSM Timothy Bolton

84th Training Command
Fort Knox, Ky.
MG David W. Puster
CSM Thomas Jennings

78th Training Division (Operations)
JB McGuire-Dix-Lakehurst, N.J.
COL Donald Stenzel
CSM Don B. Jordan

86th Training Division (Operations)
Fort McCoy, Wis.
BG George R. Thompson Jr.
CSM Neil C. Heupel

91st Training Division (Operations)
Fort Hunter Liggett, Calif.
BG Jon D. Lee
CSM Gregory Chatman

108th Training Command (IET)
Charlotte, N.C.
MG Leslie A. Purser
CW4 Karen Kay
CSM Rocci Derezza

95th Division (IET)
Fort Sill, Okla.
BG Arlen Ray Royalty
CSM Don C. Smith Jr.

98th Division (IET)
Fort Benning, Ga.
BG Michaelene A. Kloster
CSM Grady Blue Jr.

104th Division (Leader Training)
JB Lewis-McChord, Wash.
BG Kurt A. Hardin
CSM Juan M. Loera Jr.

11th Aviation Command (Theater)
Fort Knox, Ky.
BG Troy Kok
CW5 Brian E. Erickson
CSM Steven M. Hatchell

311th Signal Command (Theater)
Fort Shafter, Hawaii
BG William J. Scott
CSM Kevin J. Thompson

335th Signal Command (Theater)
East Point, Ga.
MG Lawrence W. Brock III
CSM Damon Owens Sr.

359th Signal Brigade (Theater)
Fort Gordon, Ga.
BG Christopher R. Kemp
CSM Thomas D. Wilkerson

505th Signal Brigade
Las Vegas, Nev.
COL Richard Meador
CSM Michael Crespo

415th Chemical Brigade
Greenville, S.C.
BG A.C. Roper Jr.
CSM Elijah Moore

377th Theater Sustainment Comman
Belle Chasse, La.
MG Peter S. Lennon
CW5 Richard C. Friedberg
CSM Nagee Lund

103rd Sustainment Command (Expeditionary)
Des Moines, Iowa
BG Arlan M. DeBlieck
CW4 Terry L. Taylor
CSM Arthur J. Leak

143rd Sustainment Command (Expeditionary)
Orlando, Fla.
BG Bryan W. Wampler
CW4 Wilton O. Toups
CSM Don Jordan

310th Sustainment Command
Indianapolis, Ind.
COL(P) Michael Dillard
CW5 Kenneth E. Foster
CSM Debbie L. Schroder

316th Sustainment Command (Expeditionary)
Coraopolis, Pa.
BG Bud R. Jameson Jr.
CW5 Raymond Wolf
CSM Michael Bolduc

U.S. Army Reserve Deployment Support Command
Birmingham, Ala.
COL(P) Michael A. Mann
CW3 Roger Blackmon
CSM Maryeva Beesley

U.S. Army Reserve Sustainment Comm d
Birmingham, Ala.
BG David G. Clarkson
CW4 Randy L. Schriver
SGM Dennis A. Denton

79th Sustainment Support Command
Los Alamitos, Calif.
MG Megan P. Tatu
CW5 Randy W. Hone
CSM Robert N. Roberson Jr.

th Sustainment Command (Expeditionary)
San Antonio, Texas
BG Leslie J. Carroll
CW4 Johnny Bartelle
SGM William A. Burt

311th Sustainment Command
Los Angeles, Calif.
BG Scottie D. Carpenter
CW5 Raymond Johnson
CSM Gerald W. Capps

364th Sustainment Command (Expeditionary)
Seattle, Wash.
BG Jonathan G. Ives
CSM Thomas W. Jennings

412th Theater Engineer Command
Vicksburg, Miss.
MG William H. Buckler Jr.
CW4 David Caputo
CSM Ronald Flubacher

302nd Maneuver Enhancement Brigade
Chicopee, Mass.
BG James T. Williams
CSM Cedric Green

411th Engineer Brigade
New Windsor, N.Y.
BG David L. Weeks
CSM Michael Oddo

926th Engineer Brigade
Montgomery, Ala.
BG Lewis G. Irwin

416th Theater Engineer Command
Darien, Ill.
MG David J. Conboy
CW5 Juan Luna
CSM Robert L. Stanek

301st Maneuver Enhancement Brigade
JB Lewis-McChord, Wash.
BG Michael D. Devine
CSM Nathan A. Smith

372nd Engineer Brigade
Fort Snelling, Minn.
BG Robert Carlson
CSM Stanley Werner

420th Engineer Brigade
Bryan, Texas
BG Tracy A. Thompson
CSM Richard D. Dunn

200th Military Police Command
Fort Meade, Md.
MG Stanford E. Holman
CW5 Mary A. Hostetler
CSM Kurt J. Timmer

11th Military Police Brigade (IR)
Los Alamitos, Calif.
COL Eddie Jacobsen
CSM Gerald W. Capps

290th Military Police Brigade
Nashville, Tenn.
BG Malcom McMullen
CSM Dennis J. Thomas

300th Military Police Brigade
Inkster, Mich.
COL Jeffrey Dolsen
CSM Abbie Mulholland

333rd Military Police Brigade
Farmingdale, N.Y.
COL Anthony Skubi
CSM Andrew J. Lombardo

3rd Medical Command (Deployment Support)
Forest Park, Ga.
MG Ron E. Dziedzicki
CSM Cleo Prows

804th Medical Command
Fort Devens, Mass.
COL Nelson G. Rosen
CSM Debra Martinez

807th Medical Command (MDSC)
Fort Douglas, Utah
MG Craig Bugno
CSM David G. Davis

90th Sustainment Brigade
North Little Rock, Ark.
COL David Hammons
CSM Willie A. Griffin

2nd Medical Brigade
San Pablo, Calif.
COL Robert F. Reeder
CSM Janell S. Word

139th Medical Brigade
Independence, Mo.
COL James C. Post
CSM Robert L. Herbert

176th Medical Brigade
Seagoville, Texas
COL Joe D. Robinson
CSM Peter T. Trotter

307th Medical Brigade
Blacklick, Ohio
COL Donna N. Hershey
CSM Robert A. Bennett

330th Medical Brigade
Fort Sheridan, Ill.
BG Jonathan Woodson
CSM Carl E. Wise

75th Training Command
Houston, Texas
MG Jimmie Jaye Wells
CW4 Osmanny Hernandez
CSM Ronnie Farmer

1st Brigade, Southern Training Division, 75th Training Command
Houston, Texas
COL William P. Barriage
CSM Tuan Nguyen

2nd Brigade, Atlantic Training Division, 75th Training Command
JB McGuire-Dix-Lakehurst, N.J.
BG John H. Turner
CSM Darrin Wiser

3rd Brigade, Great Lakes Training Division, 75th Training Command
Fort Sheridan, Ill.
BG Douglas Anderson
CSM Thomas Freudenthal

4th Brigade, Gulf Training Division, 75th Training Command
Birmingham, Ala.
BG Joe E. Chestnut Jr.
CSM Anthony E. Cylar

5th Brigade, Pacific Training Division, 75th Training Command
Camp Parks, Calif.
BG Robert Karmazin
CSM Arthur Green

U.S. Army Civil Affairs and Psychological Operations Command (Airborne)
Fort Bragg, N.C.
MG Jeffrey A. Jacobs
CSM Harry Bennett

350th Civil Affairs Command
Pensacola, Fla.
BG Mark T. McQueen
CSM Mike Taylor

351st Civil Affairs Command
Mountain View, Calif.
BG Stephen K. Curda
CSM Mark E. Martello

352nd Civil Affairs Command
Fort Meade, Md.
BG Edward Burley
CSM Earl Rocca

353rd Civil Affairs Command
Staten Island, N.Y.
BG Daniel R. Ammerman
CSM Robert Haglund

2nd Psychological Operations Group
Twinsburg, Ohio
COL Bjorn Anderson
CSM Donald Langworthy

7th Psychological Operations Group
Mountain View, Calif.
COL Jeff Scott
CSM Phillip Houseworth

76th USAR Operational Response Command
Fort Douglas, Utah
MG Daniel L. York
CW4 Donna Kendall
CSM James Peter Matthews

U.S. Army Reserve Legal Command
Gaithersburg, Md.
BG Leanne P. Burch
CW5 John M. Brasfield
CSM Claudia L. Turner

U.S. Army Reserve Careers Division
Morrow, Ga.
COL Thomas Bartow
CW5 Thomas Elder
CSM Connie F. Commenia

STATE ADJUTANTS GENERAL

Alabama
MG Perry G. Smith
CW5 Max A. Dean
CSM Eddie W. Pike

Alaska
MG Thomas H. Katkus
CW5 James H. Keyes
CSM Pamela Harrington

Arizona
MG Hugo E. Salazar
CW5 John C. Vitt
CSM Pamala Higgins

Arkansas
MG William D. Wofford
CW5 Timothy L. Head
CSM Deborah Collins

California
MG David S. Baldwin
CW5 Artavia Edwards
CSM William Clark Jr.

Colorado
Maj. Gen. H. Michael Edwards*
CW5 Matt G. Dorram
CSM Rob Lawrence

Connecticut
Maj. Gen. Thaddeus J. Martin*
CW5 Mark S. Marini
CSM John S. Carragher

Delaware
MG Francis D. Vavala
CW5 David M. Dale
CSM Rosemarie H. Williams

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MG Errol R. Schwartz
CW5 Steven H. Mueck
CMSgt. Reginald Edwards*

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Maj. Gen. Emmett R. Titshaw Jr.*
CW5 David P. Smith
CSM Robert M. Hosford

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Maj. Gen. James B. Butterworth*
CW5 Tom Golden
CMSgt. Joseph Greene*

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MG Benny M. Paulino
CW5 Francis A. Pablo
CSM Daniel Elliott

Hawaii
Maj. Gen. Darryll D. Wong*
CW4 Owen M. Takenaka
CSM Ronald S. Oshiba

Idaho
Maj. Gen. Gary L. Sayler*
CW5 Rudy Wise
CSM Kenneth L. Downing

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BG Daniel M. Krumrei
CW4 David W. Hammon
CSM Howard O. Robinson

Indiana
MG R. Martin Umbarger
CW4 Elizabeth Keene
CSM James Gordon

Iowa
MG Timothy E. Orr
CW5 Douglas Wyborney
CSM John H. Breitsprecker

Kansas
MG Lee E. Tafanelli
CW5 Hector Vasquez
CSM Scott W. Haworth

Kentucky
Maj. Gen. Edward W. Tonini*
CW5 James W. Simms
CSM David P. Munden

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MG Glenn H. Curtis
CW5 Kim E. Janneck
CSM Tommy Caillier

Maine
BG James D. Campbell
CW5 Darrell A. Stevens
CSM Terrence Harris

Maryland
MG James A. Adkins
CW5 Walter E. Rose Jr.
CSM Brian S. Sann

Massachusetts
Maj. Gen. L. Scott Rice*
CW5 Joseph A. Quinn
CSM David Costa

Michigan
MG Gregory J. Vadnais
CW5 Rhea R. Pruett
CSM Daniel Lincoln

Minnesota
MG Richard C. Nash
CW5 Peter T. Panos
CSM Cynthia Kallberg

Mississippi
MG Augustus L. Collins
CW5 Bobby W. Tanksley
CSM George M. Miller

Missouri
MG Stephen L. Danner
CW5 Michelle Struemph
CSM James E. Schulte

Montana
MG Matthew T. Quinn
CW5 John J. Purpuro
CSM William D. Cooper

Nebraska
MG Judd H. Lyons
CW5 John F. Regan
CSM Eli Valenzuela

Nevada
Brig. Gen. William R. Burks*
CW5 David R. Anderson
CMSgt. Ricky L. Scurry*

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Maj. Gen. William N. Reddel III*
CW4 Diane Baxter
CSM John V. Nanof

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Brig. Gen. Michael L. Cunniff*
CW5 Guy C. Remig
CSM Jerome Jenkins

New Mexico
Brig. Gen. Andrew E. Salas*
CW5 Vincent Fernandez
CSM Kenneth R. Adair

New York
MG Patrick A. Murphy
CW5 Robert S. Wold
CSM Frank F. Wicks

North Carolina
MG Gregory A. Lusk
CW5 Richard D. Comer
CSM John H. Swart

North Dakota
MG David Sprynczynatyk
CW4 Shelly J. Sizer
CMSgt. James E. Gibson*

Ohio
MG Deborah A. Ashenhurst
CW5 Jay K. Stuckman
CSM Rodger M. Jones

Oklahoma
MG Myles L. Deering
CW5 Chris A. Rau
CSM Steven L. Jensen

Oregon
MG Raymond F. Rees
CW5 Terry S. Swartwout
CSM Shane S. Lake

Pennsylvania
MG Wesley E. Craig
CW5 Brian E. Miller
CSM Michael D. Gundrum

Puerto Rico
Brig. Gen. Juan J. Medina-Lamela*
CW5 Juan Vallego
CSM Nelson Bigas

Rhode Island
MG Kevin R. McBride
CW5 Gary Carter
CSM Michael J. Lewis

South Carolina
MG Robert E. Livingston Jr.
CW5 Harold (Eric) Seymore
CSM Robert H. Brickley

South Dakota
MG Timothy A. Reisch
CW5 Darla J. Crown
CMSgt. James W. Welch*

Tennessee
MG Terry M. (Max) Haston
CW5 Robert V. Davis
CSM George E. Holland

Texas
Maj. Gen. John F. Nichols*
CW5 Earnest E. Metcalf
CSM Bradley C. Brandt

Utah
MG Jefferson S. Burton
CW5 Heber L. Hyde
CSM Michael M. Miller

Vermont
Maj. Gen. Steven A. Cray*
CW5 Kent R. Samson
CSM Forest T. Glodgett

Virgin Islands
MG Renaldo Rivera
CW4 Augustin Webster
CSM Delores English-Edwards

Virginia
MG Daniel E. Long
CW5 William D. Lyles
CSM Dennis A. Green

Washington
MG Bret D. Daugherty
CW5 Teresa H. Burgess
CSM Robert Barr

West Virginia
MG James A. Hoyer
CW5 Steve P. Owens
CSM Kevin L. Harry

Wisconsin
Maj. Gen. Donald P. Dunbar*
(Vacant)
CSM Bradley J. Shields

Wyoming
MG Kenneth L. Reiner
CW5 Mark Pfenning
CSM Thomas F. Allan

* Indicates incumbent is a member of the Air National Guard.

ARMY NATIONAL GUARD

Director, Army National Guard
Washington, D.C.
LTG William Ingram Jr.
CW5 Gary Ensminger
CSM Brunk W. Conley

28th Infantry Division
Harrisburg, Pa.
BG John L. Gronski
CSM Christopher S. Kepner

2nd Infantry Brigade Combat Team (IBCT), 28th Infantry Division
Washington, Pa.
COL James F. Chisolm IV
CSM Paul J. Walker

53rd IBCT
Pinellas Park, Fla.
COL Mike A. Canzoneri
CSM Jeffrey L. Young

55th Heavy Brigade Combat Team (HBCT)
Scranton, Pa.
COL Michael A. Konzman
CSM Richard A. Huff Jr.

56th Stryker Brigade Combat Team, 28th Infantry Division
Philadelphia, Pa.
COL Samuel E. Hayes III
CSM Mark A. Deutsch

28th Combat Aviation Brigade
Annville, Pa.
COL David E. Wood
CSM Dell L. Christine

29th Infantry Division (Light)
Fort Belvoir, Va.
MG Charles W. Whittington
CSM Johnson C. McKinley

30th HBCT
Clinton, N.C.
LTC Vernon H. Simpson Jr.
CSM Ralph D. Johnson

116th Infantry Brigade Combat Team (IBCT), 29th Infantry Division
Staunton, Va.
COL John M. Epperly
CSM Thomas H. Yancey

Combat Aviation Brigade, 29th Infantry Division
Edgewood, Md.
COL Jeffrey P. Kramer
CSM Thomas Blaine Beyard

34th Infantry Division
Rosemount, Minn.
BG David J. Elicerio
CSM Joel M. Arnold

1st HBCT, 34th Infantry Division
Bloomington, Minn.
COL Jon A. Jenson
CSM John M. Lepowsky

2nd IBCT, 34th Infantry Division
Boone, Iowa
COL Michael G. Amundsen
CSM William L. Adams

32nd IBCT
Camp Douglas, Wis.
COL Tim C. Lawson
CSM Rafael Conde

116th HBCT
Boise, Idaho
COL Leo Don Blunck
CSM Henry Pak Jung Chin

Combat Aviation Brigade, 34th Infantry Division
St. Paul, Minn.
COL Gregory A. Thingvold
CSM James M. Kampsen

35th Infantry Division
Fort Leavenworth, Kan.
MG John E. Davoren
CSM Timothy R. Newton

33rd IBCT
Urbana, Ill.
COL Mark C. Jackson
CSM Timothy E. Beck

45th IBCT
Oklahoma City, Okla.
COL Van L. Kinchen
CSM Robert D. Maxwell

48th IBCT
Macon, Ga.
COL Randall V. Simmons Jr.
CSM Shawn D. Lewis

Combat Aviation Brigade, 35th Infantry Division
Warrensburg, Mo.
COL Mark W. McLemore
CSM William J. Vogel Jr.

36th Infantry Division
Camp Mabry, Texas
MG James K. Brown
CSM Michael D. Bland

39th IBCT
Little Rock, Ark.
COL John M. Stewart
CSM James Megoloff

56th IBCT, 36th Infantry Division
Fort Worth, Texas
COL Charles K. Aris
CSM Mark J. Horn

72nd IBCT, 36th Infantry Division
Houston, Texas
COL Gregory M. Barrow
CSM Anthony J. Carter

155th HBCT
Tupelo, Miss.
COL Jeffrey P. Van
CSM Ronald Coleman

256th IBCT
Lafayette, La.
COL Damian K. Waddell
CSM Dennis J. Sapp

Combat Aviation Brigade, 36th Infantry Division
Austin, Texas
COL Richard P. Adams
CSM Elizabeth Shockley

38th Infantry Division
Indianapolis, Ind.
MG Joseph L. Culver
CSM John A. Watson

37th IBCT, 38th Infantry Division
Columbus, Ohio
COL Gordon L. Ellis
CSM Thomas R. Watson

76th IBCT
Indianapolis, Ind.
COL Ronald A. Westfall
CSM Charles H. Cox

278th HBCT
Knoxville, Tenn.
COL Darrell D. Darnbush
CSM Vincent S. Roach

Combat Aviation Brigade, 38th Infantry Division
Shelbyville, Ind.
COL Bernard C. Kruse
CSM David W. Jordan

40th Infantry Division
Los Alamitos, Calif.
BG Keith D. Jones
CSM Sergio Gonzalez

29th IBCT
Kapolei, Hawaii
COL Kenneth S. Hara
CSM Leonard H. Ventura

41st IBCT
Portland, Ore.
COL William J. Edwards
CSM William W. Wylie

79th IBCT
San Diego, Calif.
COL Seth M. Goldberg
CSM Joe Derma III

81st HBCT
Seattle, Wash.
COL Michael P. Weitzel
CSM Wayne R. Parker

Combat Aviation Brigade, 40th Infantry Division
Fresno, Calif.
COL Laura L. Yeager
CSM Bryon E. Robinson

42nd Infantry Division
Troy, N.Y.
MG Harry E. Miller Jr.
CSM John J. Brett

27th IBCT
Syracuse, N.Y.
LTC Joseph L. Biehler
CSM Daniel A. Ames

50th IBCT, 42nd Infantry Division
Lawrenceville, N.J.
COL Mark A. Piterski
CSM Edward Santiago

86th IBCT, 42nd Infantry Division
Ethan Allen, Vt.
COL John C. Boyd
CSM Joseph T. (Toby) Quick III

Combat Aviation Brigade, 42nd Infantry Division
Latham, N.Y.
COL Albert J. Ricci
CSM Jorge L. Vasquez

26th Maneuver Enhancement Brigade (MEB)
Belmont, Mass.
COL Francis B. Magurn II
CSM William M. Davidson Jr.

92nd MEB
San Juan, Puerto Rico
LTC Narciso Cruz
CSM Jaime Perez

110th MEB
Kansas City, Mo.
COL William A. Ward
CSM John B. Sportsman

111th MEB
Rio Rancho, N.M.
COL Isidoro R. Hernandez
CSM Mark A. Baca

130th MEB
Charlotte, N.C.
COL Eric S. Kohl
CSM Paul N. Terry

136th MEB
Round Rock, Texas
COL Jose L. Figueroa
CSM Richard A. Sublett

141st MEB
Fargo, N.D.
COL Giselle M. Wilz
CSM Bradley L. Heim

149th MEB
Louisville, Ky.
COL Michael A. Abell
CSM Thomas L. Johnson

157th MEB
Milwaukee, Wis.
(Vacant)
CSM Ralph R. Rosemore Jr.

158th MEB
Phoenix, Ariz.
COL John E. Hoefert
(Vacant)

196th MEB
Sioux Falls, S.D.
COL Terry J. Ommen
CSM George A. Arends

204th MEB
Camp W.G. Williams, Utah
COL Thomas C. Fisher
CSM Richard G. Thalman

218th MEB
Charleston, S.C.
COL Waymon B. Storey III
CSM Leon Douglas Gilliam

226th MEB
Mobile, Ala.
COL Sylvester Cannon
CSM Robert E. Baer Jr.

404th MEB
Chicago, Ill.
COL Troy Phillips
CSM Jerry D. Clements

648th MEB
Fort Benning, Ga.
COL Randal S. Carter
CSM John S. Rainwater

65th Fires Brigade
Salt Lake City, Utah
COL Brent E. Stark
CSM Gregg J. Ludlow

45th Fires Brigade
Enid, Okla.
COL Amos M. Chase
CSM William C. Blasengame

115th Fires Brigade
Cheyenne, Wyo.
COL Brian R. Nesvik
CSM Harold J. Pafford

138th Fires Brigade
Lexington, Ky.
COL Brian F. Wertzler
CSM Thomas Eugene Chumley Jr.

142nd Fires Brigade
Fayetteville, Ark.
COL Troy Dean Galloway
CSM Todd C. Schroeder

169th Fires Brigade
Aurora, Colo.
COL Mark D. Brackney
CSM Dean R. Parsons

197th Fires Brigade
Manchester, N.H.
COL Thomas F. Spencer
CSM Victor J. May

100th Missile Defense Brigade
Colorado Springs, Colo.
COL Edward E. Hildreth III
CSM Russell A. Hamilton

263rd Army Air and Missile Defense Command
Anderson, S.C.
MG Gregory W. Batts
CSM James Wilbanks

164th Air Defense Artillery Brigade
Orlando, Fla.
COL Matthew J. Hearon
CSM William N. Keefer

174th Air Defense Artillery Brigade
Columbus, Ohio
COL David M. Powell
CSM James H. Nichols

279th Army Field Support Brigade
Huntsville, Ala.
COL Alan C. Cranford
CSM John W. Hagler

66th Theater Aviation Command
JB Lewis-McChord, Wash.
COL Steve G. Kent
CSM Kim S. May

63rd Theater Aviation Brigade
Frankfort, Ky.
COL Michael S. Ferguson
CSM Kevin L. Wilkins

77th Theater Aviation Brigade
Camp J.T. Robinson, N. Little Rock, Ark.
COL Phillip A. Hogue
CSM Ira V. Blueford Jr.

185th Theater Aviation Brigade
Jackson, Miss.
COL Ronald M. Beckham
CSM James E. Forrest

449th Theater Aviation Brigade
Morrisville, N.C.
COL Brian C. Pierce
CSM Gary D. Hamm

1106th Theater Aviation Sustainment Group
Fresno, Calif.
COL Myles T. Williams
CSM Ronald D. Cabrera

1107th Theater Aviation Sustainment Group
Springfield, Mo.
COL David G. Dippold
CSM Edward J. Lambeth

1108th Theater Aviation Sustainment Group
Gulfport, Miss.
LTC Stanley E. Budraitis
CSM Jarriet D. White

1109th Theater Aviation Sustainment Group
Groton, Conn.
COL Alan V. Wilcoxson
CSM Frederick T. Finnigan

204th Theater Airfield Operations Group
Hammond, La.
LTC John P. Plunkett
CSM Myron Creecy

31st Chemical Brigade
Tuscaloosa, Ala.
BG David R. Brown
CSM Mitchell C. Cooper

16th Engineer Brigade
Columbus, Ohio
COL Paul A. Craft
CSM Steven D. Shepherd

35th Engineer Brigade
Fort Leonard Wood, Mo.
COL William B. Blaylock II
CSM Steven A. Stuenkel

111th Engineer Brigade
Eleanor, W.V.
COL Joseph P. Stephens
CSM Terry W. Moran

168th Engineer Brigade
Vicksburg, Miss.
COL Joe D. Hargett
CSM Jeffrey L. Riggs

176th Engineer Brigade
Austin, Texas
COL Tracy R. Norris
CSM Alfred R. Cordova

194th Engineer Brigade
Jackson, Tenn.
COL Stephen B. London
CSM Darren T. McDow

225th Engineer Brigade
Camp Beauregard, La.
COL Rodney B. Painting
CSM Brent D. Barnett

43rd Military Police Brigade
Warwick, R.I.
COL Thomas P. Clark
CSM Joseph F. Klostermann

46th Military Police Command
Lansing, Mich.
BG Burton K. Francisco
CSM Dale D. Hoffman

49th Military Police Brigade
Fairfield, Calif.
COL Kelly A. Fisher
CSM Joseph R. Menard Jr.

177th Military Police Brigade
Taylor, Mich.
CSM Terry D. Berdan

228th Signal Brigade
Spartanburg, S.C.
COL Wallace A. Hall Jr.
CSM Charles Richard Campbell

261st Signal Brigade
Smyrna, Del.
COL Frank A. Santore Jr.
CSM Dennis G. Lindgren Jr.

167th Theater Support Command
Birmingham, Ala.
MG Reynold N. Hoover
CSM William H. Jones

135th Expeditionary Sustainment Command
Homewood, Fla.
BG Donald B. Tatum
CSM Clark R. Kinder

184th Expeditionary Sustainment Command
Laurel, Miss.
BG Janson D. Boyles
CSM Perry T. Campbell Jr.

58th Battlefield Surveillance Brigade (BFSB)
Baltimore, Md.
COL Andrew T. Blair
CSM David R. Connolly

67th BFSB
Lincoln, Neb.
COL Brett W. Andersen
CSM Marty L. Baker

71st BFSB
San Antonio, Texas
COL Joachim Strenk
CSM Todd T. Richardson

142nd BFSB
Decatur, Ala.
COL Joe G. Barnard Jr.
CSM Kevin J. Stallings

219th BFSB
Camp Atterbury, Ind.
COL Timothy N. Thombleson
CSM Rodney A. Spade

560th BFSB
Fort Gillem, Ga.
LTC Raymond D. Bossert Jr.
CSM Roy F. Marchert

297th BFSB
Anchorage, Alaska
LTC Chad J. Parker
CSM Clinton K. Brown

17th Sustainment Brigade
Carson City, Nev.
COL Zachary F. Doser
CSM James A. Richardson

36th Sustainment Brigade
Austin, Texas
COL Albert J. Adkinson
CSM Murphy L. McCardell

38th Sustainment Brigade
Kokomo, Ind.
COL Deedra E. Thombleson
CSM Scott R. Andrews

108th Sustainment Brigade
Chicago, Ill.
COL Drew D. Duckett
CSM John M. Burns

113th Sustainment Brigade
Greensboro, N.C.
COL David L. Jones
CSM William P. Gill

224th Sustainment Brigade
Long Beach, Calif.
COL Peter Yong Sok Kim
CSM Adam B. Walker

230th Sustainment Brigade
Chattanooga, Tenn.
LTC William DelCastillo
CSM Stanley C. Massengale II

287th Sustainment Brigade
Wichita, Kan.
LTC Thomas J. Foster
CSM Brian A. Anderson

369th Sustainment Brigade
New York, N.Y.
COL Reginald D. Sanders
CSM Justin C. Lenz

371st Sustainment Brigade
Kettering, Ohio
COL Gregory W. Robinette
CSM Scott M. Barga

42nd Regional Support Group (RSG)
Elizabeth, N.J.
COL Todd F. Berger
CSM Scott C. Lewis

50th RSG
Homestead, Fla.
COL Valeria Gonzalez-Kerr
CSM Enrique Mendez Jr.

109th RSG
Platte, S.D.
COL William J. Freidel
CSM James A. Hoekman

115th RSG
Roseville, Calif.
COL Keith G. Tresh
CSM Michael J. Almasy

120th RSG
Bangor, Maine
COL Hamilton D. Richards
CSM Peter E. Kelley

139th RSG
New Orleans, La.
LTC Cindy H. Haygood
CSM Clifford J. Ockman Jr.

143rd RSG
Middletown, Conn.
COL Alberto M. Higuera
CSM J. Donaldson Thomas

151st RSG
Rehoboth, Mass.
COL John J. Lee
CSM Normand G. Dubois

191st RSG
San Juan, Puerto Rico
COL Javier Lazaro
CSM Gilbert Arocho

198th RSG
Phoenix, Ariz.
COL Steven L. Smith
CSM Gabriel J. Almendarez

201st RSG
Fort Gordon, Ga.
COL Barry K. Beach
CSM Edward W. Andrews

213th RSG
Allentown, Pa.
COL Mark D. McCormack
CSM Matthew C. Hensinger

265th RSG
Atlanta, Ga.
COL Lanita R. Kuhn
CSM Lynward A. Hall

272nd RSG
Jackson, Mich.
(Vacant)
CSM Darrell J. Wagner

329th RSG
Virginia Beach, Va.
COL Michelle M. Rose
CSM Ronald L. Smith Jr.

347th RSG
Roseville, Minn.
COL Steven S. Hanson
CSM Erik R. Arne

635th RSG
Olathe, Kan.
COL John H. Campbell
CSM Edward A. Boring

734th RSG
Johnston, Iowa
COL Timothy R. Rickert
CSM Rachel L. Fails

1889th RSG
Butte, Mont.
COL Donald R. Emerson
CSM Lloyd A. Nelson

19th Special Forces Group (Airborne)
Lehi, Utah
LTC Paul S. Peters
CW5 Osvaldo Soto
CSM Gary W. Barnes

20th Special Forces Group (Airborne)
Birmingham, Ala.
COL John A. Pelleriti
SGM John H. Ireland

111th Ordnance Group
Opelika, Ala.
COL Rita B. Casey
SGM James T. Hayes Jr.

51st Information Operations Group
Camp Murray, Wash.
COL William E. Martin
CSM Richard B. Morgan

71st Information Operations Group
Austin, Texas
COL Richard J. Noriega
CSM Leonard Ruiz

300th Military Intelligence Brigade
Draper, Utah
COL Derek J. Tolman
CSM Lane B. Wayment

CIVILIAN AIDES TO THE SECRETAR OF THE ARMY

Alabama
G. Mack Dove (South)
Albert (Joe) Fitzgerald (North)

Alaska
Sharon E. Anderson (South)
Charles H. Wallace (North)

American Samoa
Mapu S. Jamias

Arizona
Randall H. Groth

Arkansas
(Vacant)

California
William G. Gang (South)
Joseph J. McCann Jr. (Central)
Joseph R. Sweeney (North)

Colorado
William J. Hybl

Connecticut
Gilbert W. Sanborn

Delaware
(Vacant)

District of Columbia
Sherwood D. Goldberg

Florida
Thomas B. Dyer (South)
Michael L. Ferguson (North)
Charles W. Maddox
J. Wallace Schoettelkotte

Georgia
James R. Balkcom Jr.
Charles W. Doubleday III

Guam
L. Carl Peterson

Hawaii
llen K. Hoe (Oahu East and the Islands of Kahoolawe, Lani and Maui)
William J. Moore (Island of Hawaii)

Idaho
James A. Cozine

Illinois
Michael O. Ayers (South)
Sam Kupresin (West)
John E. Scully Jr. (North)

Indiana
Robert W. Spanogle

Iowa
Sam C. Kalainov
J. Daniel McGowan II

Kansas
Robert Arter (East)
S. Mark Edwards (West)
John G. Montgomery

Kentucky
Jerry Cecil (North)
Clarissa J. (TC) Freeman (Central)
Anna Caryl Guffey
Charles A. Henderson (West)

Louisiana
William J. Hill III

Maine
Ralph E. Leonard

Maryland
Turhan E. Robinson

Massachusetts
Herbert S. Hoffman
Roger A. Saunders

Michigan
Bruce G. MacDonald

Minnesota
Harry A. Sieben

Mississippi
J. Dwight Dyess

Missouri
E. Tracy Beckette (East)
Keith W. Pritchard (West)
Larry V. Sexton (Central)

Montana
Kenneth R. Inabnit

Nebraska
James L. Murphy

Nevada
Tyrus W. Cobb

New Hampshire
Peter S. Burdett

New Jersey
Robert J. Maguire

New Mexico
Oscar M. Love Jr.
Ethan M.H. Epstein

New York
F. Anthony Keating (North)
Laurence C. Windsor (South)

North Carolina
Thomas M. Bolton

North Dakota
Connie Sprynczynatyk

Northern Mariana Islands (CNMI)
Edward Manibusan

Ohio
William A. LaPrise (South)
William H. Willoughby Jr.

Oklahoma
Bill Burgess

Oregon
Charles L. Deibert

Pennsylvania
Vacant

Puerto Rico
Felix A. Santoni

Rhode Island
Theodore F. Low

South Carolina
Donald G. McLeese

South Dakota
Ronald F. Williamson

Tennessee
Robert L. Echols
William M. Harpel (East)
Ben S. Kimbrough
Jack B. Turner (West)

Texas
Dianne Delisi (Capital Region)
Michael A. Hood (North)
Richard M. Kleberg III (South)
Randall M. Pais (East)
Jean Shine (Central)
A.F. (Tom) Thomas (West)

Utah
John S. Edwards

Vermont
Roderic B. Vitty

Virgin Islands
Virdin C. Brown

Virginia
Karen Theobald Conlin (Central)
Joseph E. DeFrancisco (North)
T. Carter Melton Jr. (West)
David S. Weisman (South)

Washington
James M. Collins

West Virginia
Bruce E. Moss

Wisconsin
Paul E. Lima

Wyoming
Judith A. Legerski

ARMY RESERVE AMBASSADORS

Alabama
James Darden
Gerald Tucker

Alaska
(Vacant)

Arizona
John J. South
Joseph H. Tillotson (Emeritus)

Arkansas
Thomas G. Anderson Jr.
Darrell Dale

California
Ron Dunn
Daniel E. Furtado
Richard A. Lundin
Ronald H. Markarian (Emeritus)
Russell E. Park
Michael R. Teilmann

Colorado
Shawn F. Graves
James C. Sherman (Emeritus)

Connecticut
Carl R. Venditto
Ronald E. Weil

Delaware
Robert D. Bewick Jr. (Emeritus)
Nicholas L. Cerchio III

District of Columbia
Wendall B. McClellan

Florida
Allie L. Braswell Jr.
Leon Caffie
Don Slesnick

Georgia
Alan D. Bell
Luis Carreras
William H. Johnson

Hawaii
P. Pasha Baker

Idaho
Joseph E. Eyre (Emeritus)
Kip Moggridge

Illinois
William Hawes
Jack H. Kotter
John Moulton

Indiana
Doug Gibbens
John A. Topper

Iowa
Gary C. Wattnem

Kansas
Michael Allen
Michael Symanski

Kentucky
Charles E. Gorton

Louisiana
Thomas G. Fierke

Maine
Arthur R. Wickham

Maryland
Robert Beahm
John V. Meyers (Emeritus)
Howard T. Mooney Jr.
Chuck Trombetta Jr. (Emeritus)

Massachusetts
Oscar DePriest
Francis J. Doherty (Emeritus)
Joseph P. Lopes (Emeritus)
Ted Sarandis

Michigan
Melvin A. Bauman
Paul DeSander
Joseph E. Thomas Jr. (Emeritus)

Minnesota
Thomas B. Haugo
James Lundell

Mississippi
Robert W. Chestnut
Stanley N. Reeves

Missouri
Danny Baldwin
Walter Hammerschmidt
William R. Layman

Montana
James Madison

Nebraska
John Bryan

Nevada
Ashley J. Hall

New Hampshire
James A. Normand

New Jersey
Alan Davis
Steven Hashem

New Mexico
Robert Cortez

New York
Myron J. Berman
Robert Kasulke
Daniel MacLaughlin
Norbert J. Rappl (Emeritus)
Robert J. Winzinger Sr.

North Carolina
Jim Cardo
Johnny H. Dwiggins
Charles McCartney

North Dakota
Robert O. Black
Curtis A. Juhala (Emeritus)

Ohio
Stephen Ackman
Kenneth E. Ault (Emeritus)
John A. Lendrum

Oklahoma
James R. Sholar

Oregon
Daniel F. Hitchcock (Emeritus)
Dennis Klein
Curtis A. Loop (Emeritus)

Pennsylvania
George H. Duell Jr.
Fred J. Fair
Philip A. Petter (Emeritus)
Daniel Rubini
Gabriel J. Zinni (Emeritus)

Puerto Rico
Luis Berrios-Amadeo
Horacio A. Cabrera

Rhode Island
Dennis E. Morgan

South Carolina
Samuel Brick
George W. Goldsmith

South Dakota
Robert Perez

Tennessee
John L. Dyess
Paul Hamm
Sherman R. Reed (Emeritus)

Texas
Olin F. Brewster
Alvin W. Jones
William C. McCulloch
Henry J. Ostermann

Utah
Richard Folkerson
Paul Swenson (Emeritus)

Vermont
John des Groseilliers

Virginia
Ronald L. Adolphi
Richard E. Collier (Emeritus)
Michael F. Kavanaugh (Emeritus)
Anthony T. Reed

Washington
William Fred Aronow
Stan Flemming
Mary A. Miller (Emeritus)

West Virginia
Amanda Del VillanClark
James C. Hunt (Emeritus)
David T. Mitchell Jr.

Wisconsin
Gerald W. Meyer
Max L. Oleson

Wyoming
Barry D. Gasdek


1
ASR LONGSTREET
8
RTE GIANTS
7
2
RTE STEELERS
3
RTE RAVENS
4
5
6

MAPS


Key
Active Army
Army National Guard
Army Reserve
Unified Combatant Command/ Joint Headquarters
COE = Center of Excellence
JB Lewis-McChord, WA
8th ROTC Bde.
6th MP Gp. (CID)
Presidio of Monterey, CA
Defense Language Institute Foreign Language Ctr.
North Las Vegas, NV
6th Recruiting Bde.
Peterson AFB, CO
100th Missile Def. Bde.
Peterson AFB, CO
U.S. Northern Cmd.
U.S. Space Cmd.
Colorado Springs, CO
1st Space Bde.
Cheyenne Mtn., CO
North American Air Def. Cmd.
Offutt
U.S. Strat
Fort Leaven
Combined
Command a
Staff C
Mission Cr
TRADOC Ar
Fort Si
Fires
Field Artille
Air Defense Ar
Fort Huachuca, AZ
Network Enterprise Tech. Cmd./9th Sig. Cmd.
11th Tactical Theater Sig. Bde.
Intelligence COE
Fort Bliss, TX
U.S. Army Sergeants Major Academy
Fort Hood
Operational Te
JB San Antonio/Fort Sam
U.S. Army North/Fifth A
U.S. Army South
Medical Cmd.
Installation Mgmt. Cm
Army Environmental C
Army Medical Dept. Ctr. &
Army Dental Cmd.
106th Sig. Bde.
470th MI Bde.
5th ROTC Bde.
5th Recruiting Bde

oint Headquarters, Major Army Commands, And U.S. Army Training Command Elements

Warren, MI
TACOM Life Cycle Mgmt. Cmd.

Great Lakes Naval Station, IL
3rd ROTC Bde.

Rock Island Arsenal, IL
U.S. Army Sustainment Cmd.
Joint Munitions Cmd.

Scott AFB, IL
U.S. Trans. Cmd.
Mil. Surface Deployment & Dist. Cmd.

Fort Leonard Wood, MO
Maneuver Spt. COE
Engineer School
MP School
CBRN School

Fort Knox, KY
U.S. Army Recruitment Cmd.
3rd Recruiting Bde.
Medical Recruiting Bde.
Cadet Cmd.
1st Reserve Officer Tng. Corps
7th ROTC Bde.

Carlisle Barracks, PA
Army War College

Fort Meade/Fort Detrick, MD
U.S. Cyber Cmd.
First Army Division-East
Medical Research & Materiel Cmd.
704th MI Bde.
780th MI Bde.
902nd MI Gp.
21st Sig. Bde.
U.S. Army Ops. Gp.
1st Recruiting Bde.

Washington, DC/Arlington, VA
The Joint Staff
U.S. Army Staff
U.S. Army Corps of Eng.
U.S. Army Mil. Dist. of Wash.
3rd U.S. Inf. Rgmt.
Army Air Ops. Gp.

Fort Bragg-Pope AAF, NC
U.S. Army Forces Cmd.
U.S. Army Reserve Cmd.
Joint Special Ops. Cmd.
4th ROTC Bde.

Shaw AFB, SC
U.S. Army Central Cmd.

Redstone Arsenal, AL
U.S. Army Materiel Cmd.
U.S. Army Contracting Cmd.
U.S. Army Space & Missile Def. Cmd./Army Fcs. Strat. Cmd.
Space & Missile Def. Technical Ctr.
Space & Missile Def. Future Warfare Ctr.
Avn. & Missile Life Cycle Mgmt. Cmd.
U.S. Army Security Assistance Cmd.
2nd Recruiting Bde.

Fort Gordon, GA
Signal COE
7th Signal Cmd. (T)
35th Theater Tactical Sig. Bde.
706th MI Gp.

Fort Benning, GA
Maneuver COE
Armor School
Infantry School
Hunter AAF:
6th ROTC Bde.
3rd MP Gp. (CID)

Fort Jackson, SC
Army Training Ctr.
Adjutant General School
Chaplain School
Drill Sergeant School
Financial Mgmt. School
Recruiting and Retention School
Soldier Support Institute

Fort Rucker, AL
Aviation COE
Warrant Officer Career College

MacDill AFB, FL
U.S. Central Cmd.
U.S. Sp. Ops. Cmd.

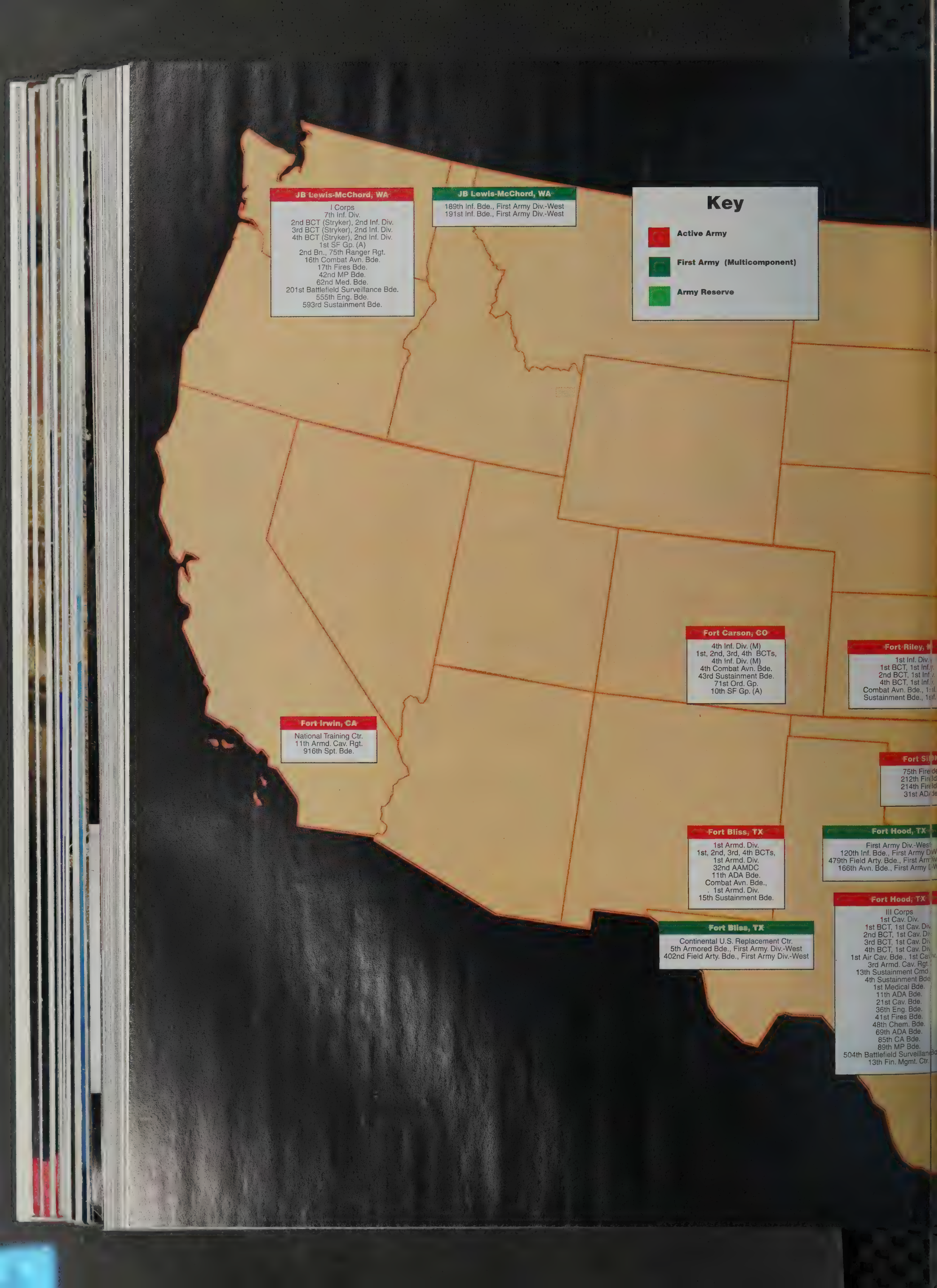
Miami, FL
U.S. Southern Cmd.

Picatinny Arsenal, NJ
Joint Munitions & Lethality Life Cycle Mgmt. Cmd.

JB McGuire-Dix-Lakehurst, NJ
2nd ROTC Bde.

Aberdeen Proving Gd., MD
U.S. Army Test & Eval. Cmd.
Army Public Health Cmd.
Army Evaluation Ctr.
Communications-Electronics Cmd.
Life Cycle Mgmt. Cmd.
Chemical Materials Agency
Research, Development & Engineering Cmd.
20th Spt. Cmd. (CBRNE)

Virginia
Fort Belvoir:
U.S. Army Intelligence & Scty. Cmd.
U.S. Army Criminal Investigation Cmd.
U.S. Army Cyber Cmd./Second Army
U.S. Army Acquisition Spt. Ctr.
Army Management Staff College
1st Information Ops. Cmd. (Land)
JB Langley-Eustis:
U.S. Army Training and Doctrine Cmd.
Army Capabilities Integration Ctr.
Initial Military Training COE
Army Training Spt. Ctr.
128th Aviation Bde.
(Aviation Logistics School)
7th Sustainment Bde.
93rd Sig. Bde.
597th Trans. Gp.
Charlottesville:
National Ground Intelligence Ctr.
Fort Lee:
Combined Arms Spt. Cmd./ Sustainment COE
Army Logistics University
Ordnance School
Quartermaster School
Transportation School
JB Little Creek-Fort Story:
School of Music
Quantico:
701st MP Gp. (CID)
U.S. Army Crime Records Ctr.


JB Lewis-McChord, WA
I Corps
7th Inf. Div.
2nd BCT (Stryker), 2nd Inf. Div.
3rd BCT (Stryker), 2nd Inf. Div.
4th BCT (Stryker), 2nd Inf. Div.
1st SF Gp. (A)
2nd Bn., 75th Ranger Rgt.
16th Combat Avn. Bde.
17th Fires Bde.
42nd MP Bde.
62nd Med. Bde.
201st Battlefield Surveillance Bde.
555th Eng. Bde.
593rd Sustainment Bde.
JB Lewis-McChord, WA
189th Inf. Bde., First Army Div.-West
191st Inf. Bde., First Army Div.-West
Key
Active Army
First Army (Multicomponent)
Army Reserve
Fort Carson, CO
4th Inf. Div. (M)
1st, 2nd, 3rd, 4th BCTs,
4th Inf. Div. (M)
4th Combat Avn. Bde.
43rd Sustainment Bde.
71st Ord. Gp.
10th SF Gp. (A)
Fort Riley,
1st Inf. Div.
1st BCT, 1st Inf.
2nd BCT, 1st Inf.
4th BCT, 1st Inf.
Combat Avn. Bde., 1st
Sustainment Bde., 1st
Fort Irwin, CA
National Training Ctr.
11th Armd. Cav. Rgt.
916th Spt. Bde.
Fort Si
75th Fire
212th Fire
214th Fire
31st AD
Fort Bliss, TX
1st Armd. Div.
1st, 2nd, 3rd, 4th BCTs,
1st Armd. Div.
32nd AAMDC
11th ADA Bde.
Combat Avn. Bde.,
1st Armd. Div.
15th Sustainment Bde.
Fort Hood, TX
First Army Div.-West
120th Inf. Bde., First Army Div.-W
479th Field Arty. Bde., First Army
166th Avn. Bde., First Army
Fort Hood, TX
III Corps
1st Cav. Div.
1st BCT, 1st Cav. Div.
2nd BCT, 1st Cav. Div.
3rd BCT, 1st Cav. Div.
4th BCT, 1st Cav. Div.
1st Air Cav. Bde., 1st Cav. Div.
3rd Armd. Cav. Rgt.
13th Sustainment Cmd.
4th Sustainment Bde.
1st Medical Bde.
11th ADA Bde.
21st Cav. Bde.
36th Eng. Bde.
41st Fires Bde.
48th Chem. Bde.
69th ADA Bde.
85th CA Bde.
89th MP Bde.
504th Battlefield Surveillance Bde.
13th Fin. Mgmt. Ctr.
Fort Bliss, TX
Continental U.S. Replacement Ctr.
5th Armored Bde., First Army. Div.-West
402nd Field Arty. Bde., First Army Div.-West

U.S. Army Forces Command, U.S. Army Special Operations Command, First Army and Third Army*

(*Active Component Elements)

Fort Drum, NY
10th Mtn. Div. (LI)
1st BCT, 10th Mtn. Div.
2nd BCT, 10th Mtn. Div.
3rd BCT, 10th Mtn. Div.
Combat Avn. Bde., 10th Mtn. Div.
10th Sustainment Bde.

Fort McCoy, WI
181st Inf. Bde., First Army Div.-West

Arlington Heights, IL
88th Spt. Cmd., First Army Div.-West

JB McGuire-Dix-Lakehurst, NJ
72nd Field Arty. Bde., First Army Div.-East
174th Inf. Bde., First Army Div.-East

Rock Island Arsenal, IL
First Army

Aberdeen Proving Gd., MD
20th Spt. Cmd. (CBRNE)

Camp Atterbury, IN
157th Inf. Bde., First Army Div.-East
205th Inf. Bde., First Army Div.-East

Fort Meade, MD
First Army Division-East

Fort Knox, KY
4th Cav. Bde., First Army Div.-East

Fort Lee, VA
49th QM Gp.

Fort Leonard Wood, MO
4th Maneuver Enhancement Bde.

JB Langley-Eustis, VA
7th Sustainment Bde.
93rd Sig. Bde.
597th Trans. Gp.

Fort Campbell, KY
101st Abn. Div. (AA)
1st, 2nd, 3rd, 4th BCTs, 101st Abn. Div.
101st Combat Avn. Bde.
159th Combat Avn. Bde.
101st Sustainment Bde.
USA Spec. Ops. Avn. Cmd.
160th Sp. Ops. Avn. Rgt. (A)
5th SF Gp. (A)
52nd Ord. Gp.

Fort Knox, KY
3rd BCT, 1st Inf. Div.
3rd Sustainment Cmd. (E)

Sunny Point, NC
596th Trans. Gp.

Fort Knox, KY
3rd BCT, 1st Inf. Div.
3rd Sustainment Cmd. (E)

Fort Bragg, NC
U.S. Army Forces Cmd.
U.S. Army Reserve Cmd.
XVIII Abn. Corps
82nd Abn. Div.
1st, 2nd, 3rd, 4th BCTs, 82nd Abn. Div.
Combat Avn. Bde., 82nd Abn. Div.
82nd Sustainment Bde.
1st Theater Sustainment Cmd.
16th MP Bde. (A)
18th Fires Bde. (A)
18th Avn. Bde. (A)
18th Fin. Mgmt. Ctr.
20th Eng. Bde. (A)
35th Sig. Bde. (A)
44th Med. Bde.
108th ADA Bde.
525th Battlefield Surveillance Bde.
U.S. Army Sp. Ops. Cmd. (A)
U.S. Army SF Cmd. (A)
U.S. Army CA & PSYOP Cmd. (A)
95th CA Bde. (A)
3rd SF Gp. (A)
4th PSYOP Gp. (A)
1st Spec. Warfare Tng. Gp. (A)
Spec. Warfare Med. Gp. (A)
528th Sustainment Bde. (SO) (A)
112th Sig. Bn. (Special Ops.) (A)
Military Info. Spt. Gp. (A)

Shaw AFB, SC
Third Army
4th Battlefield Coordination Det.

Hunter AAF, GA
1st Bn., 75th Ranger Rgt.
Combat Avn. Bde.,
3rd Inf. Div. (M)

Birmingham, AL
87th Spt. Cmd., First Army Div.-East

Fort Gordon, GA
513th MI Bde.

Camp Shelby, MS
158th Inf. Bde., First Army Div.-East
177th Armor Bde., First Army. Div.-East

Atlanta, GA
335th Sig. Cmd.
3rd Medical Cmd. (Deployment Spt.)
408th Contracting Spt. Cmd.

Fort Stewart, GA
188th Inf. Bde.,
First Army Div.-East

Fort Stewart, GA
3rd Inf. Div. (M)
1st BCT, 3rd Inf. Div. (M)
2nd BCT, 3rd Inf. Div. (M)
4th BCT, 3rd Inf. Div. (M)
3rd Sustainment Bde.

Fort Rucker, AL
Air Traffic Svcs. Cmd.
164th Theater Airfield Ops. Gp.

Fort Polk, LA
Joint Readiness Tng. Ctr.
4th BCT., 10th Mtn. Div.
162nd Inf. Bde.
1st Maneuver Enhancement Bde.

Elgin AFB, FL
7th SF Gp. (A)


Washington
Seattle:
81st HBCT
JB Lewis-McChord:
66th Theater Avn. Cmd.
Camp Monnay:
51st Info. Ops. Gp.
Portland, OR
41st IBCT
Butte, MT
1889th Regional Spt. Gp.
Key
BFSB—Battlefield Surveillance Brigade
HBCT—Heavy Brigade Combat Team
IBCT—Infantry Brigade Combat Team
MEB—Maneuver Enhancement Brigade
SBCT—Stryker Brigade Combat Team
Fargo, ND
141st MEB
Boise, ID
116th HBCT
South Dakota
Platte:
109th Regional Spt. Gp.
Sioux Falls:
196th MEB
Cheyenne, WY
115th Fires Bde.
Carson City, NV
17th Sustainment Bde.
Utah
Camp Williams:
204th MEB
Salt Lake City:
65th Fires Bde.
West Jordan:
97th Avn. Troop Cmd.
Draper:
300th MI Bde.
Lehi:
19th SF Gp. (A)
California
Fairfield:
49th MP Bde.
Fresno:
Combat Avn. Bde., 40th Inf. Div.
1106th Theater Avn. Spt. Gp.
Long Beach:
224th Sustainment Bde.
Los Alamitos:
40th Inf. Div.
Roseville:
115th Regional Spt. Gp.
San Diego:
79th IBCT
Colorado
Aurora:
169th Fires Bde.
Colorado Springs:
100th Missile Def. Bde.
Phoenix, AZ
158th MEB
198th Regional Spt. Gp.
Rio Rancho, NM
111th MEB
Texas
Camp Mabry:
36th Inf. Div.
Fort Worth:
56th IBCT, 36th Inf. Div.
Houston:
72nd IBCT, 36th Inf. Div.
Round Rock:
136th MEB
San Antonio:
71st BFSB
Austin:
Combat Avn. Bde.,
36th Inf. Div.
36th Sustainment Bde.
176th Eng. Bde.
71st Info. Ops. Gp.
Alaska
Anchorage, AK
297th BFSB
Hawaii
Kapolei, HI
29th IBCT

Army National Guard

Bangor, ME
120th Regional Spt. Gp.

Ethan Allen, VT
86th IBCT, 42nd Inf. Div.

Manchester, NH
197th Fires Bde.

New York
Troy:
42nd Inf. Div.
Syracuse:
27th IBCT
Latham:
Combat Avn. Bde.,
42nd Inf. Div.
New York City:
369th Sustainment Bde.

Massachusetts
Belmont:
26th MEB
Rehoboth:
151st Regional Spt. Gp.

Rhode Island
Warwick:
43rd MP Bde.

Connecticut
Groton:
1109th Theater Avn.
Sustainment Gp.
Middletown:
143rd Regional Spt. Gp.

Pennsylvania
Allentown:
213th Regional Spt. Gp.
Harrisburg: 28th Inf. Div.
Washington: 2nd IBCT, 28th Inf. Div.
Scranton: 55th HBCT, 28th Inf. Div.
Philadelphia: 56th SBCT,
28th Inf. Div.
Annville: Combat Avn. Bde.,
28th Inf. Div.

New Jersey
Lawrenceville:
50th IBCT, 42nd Inf. Div.
Elizabeth:
42nd Regional Spt. Gp.

Smyrna, DE
261st Sig. Bde.

Maryland
Edgewood:
Combat Avn. Bde., 29th Inf. Div.
Baltimore:
58th BFSB

Ohio
Columbus:
37th IBCT, 38th Inf. Div.
16th Eng. Bde.
174th ADA Bde.
Ketterling:
371st Sustainment Bde.

Indiana
Indianapolis:
38th Inf. Div.; 76th IBCT
Kokomo:
38th Sustainment Bde.
Shelbyville:
Combat Avn. Bde.,
38th Inf. Div.
Camp Atterbury:
219th BFSB

Illinois
Chicago:
108th Sustainment Bde.;
404th MEB
Urbana:
33rd Inf. Bde.

Michigan
Jackson:
272nd Regional Spt. Gp.
Lansing:
46th MP Cmd.
Taylor:
177th MP Bde.

Milwaukee, WI
157th MEB

Camp Douglas, WI
32nd IBCT

Boone, IA
2nd IBCT, 34th Inf. Div.

nstown, IA
Regional Spt. Gp.

mount:
Inf. Div.
nington:
34th Inf. Div.
Paul:
Avn. Bde.,
Inf. Div.
eville:
onal Spt. Gp.

Eleanor, WV
111th Eng. Bde.

Virginia
Fort Belvoir:
29th Inf. Div. (L)
Staunton:
116th IBCT, 29th Inf. Div.
Virginia Beach:
329th Regional Spt. Gp.

Kentucky
Louisville:
149th MEB
Lexington:
138th Fires Bde.
Frankfort:
63rd Theater Avn. Bde.

Missouri
Warrensburg:
Combat Avn. Bde., 35th Inf. Div.
Fort Leonard Wood:
35th Eng. Bde., 35th Inf. Div.
Kansas City:
110th MEB
Springfield:
1107th Theater Avn. Sustainment Gp.

North Carolina
Clinton:
30th HBCT
Charlotte:
130th MEB
Greensboro:
113th Sustainment Bde.
Kinston:
449th Theater Avn. Bde.

Tennessee
Knoxville:
278th HBCT
Jackson:
194th Eng. Bde.
Chattanooga:
230th Sustainment Bde.

Arkansas
Little Rock:
39th IBCT
Fayetteville:
142nd Fires Bde.
Camp Robinson:
77th Theater Avn. Bde.

South Carolina
Charleston:
218th MEB
Anderson:
263rd AAMDC
Spartanburg:
228th Sig. Bde.

Mississippi
Tupelo:
155th HBCT
Vicksburg:
168th Eng. Bde.
Laurel:
184th Expeditionary
Sustainment Cmd.
Gulfport:
1108th Theater Avn.
Sustainment Gp.
Jackson:
185th Theater Avn. Gp.

Alabama
Birmingham:
167th Theater Spt. Cmd.
20th SF Gp. (A)
Decatur:
142nd BFSB
Selma:
122nd Troop Spt. Cmd.
Tuscaloosa:
31st Chemical Bde.
Opelika:
111th Ord. Gp.
Mobile:
226th MEB
Huntsville:
279th Army Field Spt. Bde.

Georgia
Macon:
48th IBCT
Fort Gordon:
201st Regional Spt. Gp.
Fort Gillem:
560th BFSB
Atlanta:
256th Regional Spt. Gp.
Fort Benning:
648th MEB

Louisiana
Lafayette:
256th IBCT
Camp Beauregard:
225th Eng. Bde.
Hammond:
204th Theater Airfield Ops. Gp.

Florida
Homestead:
50th Area Spt. Gp.
Orlando:
164th ADA Bde.
Pinellas Park:
53rd IBCT

Puerto Rico
San Juan:
92nd MEB
191st Regional Spt. Gp.

Puerto Rico


Seattle, WA
364th Sustainment Cmd. (E)
JB Lewis-McChord, WA
104th Div.
301st MEB
2nd Med. Bde.
Camp Parks, CA
5th Bde., Pacific Tng. Div.,
75th Tng. Cmd.
Mountain View, CA
63rd Regional Spt. Cmd.
351st CA Cmd.
7th PSYOP Gp.
Las Vegas, NV
505th Sig. Bde.
Fort Douglas, UT
76th USAR Operational
Response Cmd.
807th Med. Cmd.
Fort Hunter Liggett, CA
91st Tng. Div.
Los Angeles, CA
311th Sustainment Cmd.
Los Alamitos, CA
79th Sustainment Spt. Cmd.
11th MP Bde. (IR)
451st Sustain
95th
Seagoville
176th Med. Bd
USAR Med. Readin
and Tng. Cmd.
4th Sustainment Cm
Alaska
Hawaii
Fort Shafter, HI
9th Mission Spt. Cmd.
311th Sig. Cmd. (T)

U.S. Army Reserve

Fort McCoy, WI
88th Regional Spt. Cmd.
86th Tng. Div.

Eng. Bde.

Inkster, MI
300th MP Bde.

411th Eng. Bde.

Farmingdale, NY
800th MP Bde.

804th Med. Cmd.

Chicopee, MA
302nd MEB

Coraopolis, PA
316th Sustainment Cmd. (E)

JB McGuire-Dix-Lakehurst, NJ
99th Regional Spt. Cmd.
78th Training Div.
2nd Bde., Atlantic Tng. Div., 75th Tng. Cmd.

353rd CA Cmd.

Fort Sheridan, IL
330th Med. Bde.
3rd. Bde., Great Lakes Tng. Div., 75th Tng. Cmd.

Twinsburg, OH
2nd PSYOP Gp.

Gaithersburg, MD
USAR Legal Cmd.

Arlington Heights, IL
84th USAR Spt. Cmd. (West)

Indianapolis, IN
310th Sustainment Cmd.

Blacklick, OH
307th Med. Bde.

Fort Belvoir, VA
MI Readiness Cmd.

200th MP Cmd.
352nd CA Cmd.

Darien, IL
416th Theater Eng. Cmd.

Richmond, VA
80th Tng. Cmd.

Independence, MO
139th Med. Bde.

Fort Knox, KY
100th Div.
84th Tng. Cmd.
11th Avn. Cmd. (T)

USAR Cmd.
USA CA & PSYOP Cmd.

290th MP Bde.

Charlotte, NC
108th Tng. Cmd.

North Little Rock, AR
90th Sustainment Bde.

335th Sig. Cmd. (T)

81st Regional Spt. Cmd.

Birmingham, AL
USAR Deployment Spt. Cmd.
USAR Sustainment Cmd.
87th USAR Spt. Cmd. (East)
4th Bde., Gulf Tng. Div., 75th Tng. Cmd.

USAR Careers Div.

Greenville, SC
415th Chemical Bde.

Vicksburg, MS
412th Theater Eng. Cmd.

Forest Park, GA
3rd Med. Cmd.

Fort Gordon, GA
359th Sig. Bde. (T)

Montgomery, AL
926th Eng. Bde.

Fort Benning, GA
98th Div.

Eng. Bde.

Pensacola, FL
350th CA Cmd.

377th Theater Sustainment Cmd.

143rd Sustainment Cmd. (E)

USA Reserve Medical Cmd.

1st Mission Spt. Cmd.

Puerto Rico

Europe, Middle East, Africa And Southwest Asia

Germany

U.S. Army Europe
2nd Cav. Rgt. (Stryker)
12th Combat Avn. Bde.
10th Air & Missile Def. Cmd.
21st Theater Sustainment Cmd.
16th Sustainment Bde.
405th Army Field Spt. Bde.
5th Sig. Cmd.
2nd Sig. Bde.
7th Theater Tactical Sig. Bde.
USA NATO Bde.
18th MP Bde.
18th Eng. Bde.
19th Battlefield Coord. Det.
66th MI Bde.
30th Med. Cmd.
Joint Multinational Tng. Cmd.
Joint Multinational Readiness Ctr.
266th Finance Ctr.
U.S. Army Europe Rgnl. Med. Cmd.
Contrc. Cmd.-Eur.
202nd MP Gp. (CID)
Landstuhl Rgnl. Med. Cmd.
409th Contracting Spt. Bde.
598th Trans. Gp.

Germany

U.S. European Cmd.

Germany

7th Civil Spt. Cmd.

Belgium

Supreme HQ Allied Powers Europe

Africa

U.S. Africa Cmd.
(Headquartered in Germany)

Italy

U.S. Army Africa-USA Southern European Task Force
173rd Abn. Bde. Cmbt. Team

Kosovo

Task Force Falcon

Turkey

Air Defense Task Force

Jordan

HQs Task Force, 1st Armd. Div.
Air Defense Task Force

The Sinai Peninsula

Task Force Sinai

Kuwait

Third U.S. Army (Fwd.)
1st Theater Sustainment Cmd. (Fwd.)
Army Materiel Cmd. Southwest Asia
Area Spt. Gp.-Kuwait
595th Trans. Gp. (Fwd.)
160th Sig. Bde.

Horn of Africa

Joint Task Force-Horn of Africa

Afghanistan

NATO: International Security Assistance Force (ISAF)
NATO: ISAF Joint Cmd.
U.S. Forces Cmd.-Afghanistan
U.S. Combined Scty. Transition Cmd.-Afghanistan
Regional Cmd.-North
Regional Cmd.-South
Regional Cmd.-Southwest
Regional Cmd.-East
Regional Cmd.-West

Afghanistan

Operation Enduring Freedom Task Forces

Qatar

Area Spt. Gp.-Qatar

Key

- Active Army
- Army National Guard
- Army Reserve
- Unified Combatant Command/ Joint Headquarters

U.S. Army Pacific

South Korea

U.N. Command
ombined Forces Command
U.S. Forces Korea

South Korea

Eighth Army
2nd Inf. Div.
1st Heavy BCT,
2nd Inf. Div.
2nd Combat Avn. Bde.,
2nd Inf. Div.
210th Fires Bde.,
2nd Inf. Div.
65th Med. Bde.
9th Sustainment Cmd. (E)
501st Sustainment Bde.
35th ADA Bde.
501st MI Bde.
1st Sig. Bde.
411th Contracting
Spt. Bde.
175th Fin. Mgmt. Ctr.
Materiel Spt. Ctr.-Korea
3rd Battlefield
Coordination Det.-Korea
658th Regional Spt. Gp.
403rd Army Field
Spt. Bde.

Fort Wainwright, AK

1st BCT (Stryker),
25th Inf. Div.

Japan

U.S. Army Japan/
I Corps (Fwd.)

Joint Base Elmendorf-Richardson, AK

U.S. Army Alaska
4th BCT (A), 25th Inf. Div.
2nd Eng. Bde.

Okinawa, Japan

10th Area Spt. Gp.

Fort Shafter, HI

U.S. Army Pacific
8th Theater
Sustainment Cmd.
311th Sig. Cmd.
516th Sig. Bde.
94th AAMDC
18th Med. Cmd.
413th Contracting Spt. Bde.
196th Inf. Bde. (Tng. Spt.)

Honolulu, HI

U.S. Pacific Cmd.

Schofield Barracks, Wheeler Army Airfield, HI

25th Inf. Div.
2nd, 3rd BCTs, 25th Inf. Div.
Combat Avn. Bde., 25th Inf. Div.
8th MP Bde.
45th Sustainment Bde.
130th Eng. Bde.
500th MI Bde.
599th Trans. Gp.

Key

Active Army

Unified Combatant Command/
Joint Headquarters

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Under the patronage of His Highness Sheikh Khalifa Bin Zayed Al Nahyan.
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POSTS & INSTALLATIONS



This section includes posts and installations primarily supporting the active Army in the continental United States, Hawaii, Alaska and Puerto Rico. Army ammunition plants and Army installations in caretaker or inactive status have been excluded.

Acreages reflect real estate under Department of the Army control in 2013.

The DSN and commercial telephone numbers listed are for operator assistance.

Data are based on information supplied by each post or installation.

Aberdeen Proving Ground, MD 21005 and 21010. Established in 1917; supports more than 80 tenants, 20 satellite and 17 private activities; provides facilities to perform research, development, testing and evaluation of Army materiel; responsible for numerous technical achievements in military intelligence, medical research, engineering and computer technology; also supports a variety of training including mechanical maintenance, health promotion and preventive medicine, chemical and biological defense, chemical casualty care and chemical demilitarization. Major commands include U.S. Army Research, Development and Engineering Cmd.; U.S. Army Communications-Electronics Research, Development and Engineering Ctr.; Edgewood Chemical Biological Ctr.; U.S. Army Materiel Systems Analysis Activity; U.S. Army Research Laboratory (Aberdeen site); U.S. Army Contracting Cmd.-Aberdeen Proving Ground; U.S. Army Test and Evaluation Cmd.; U.S. Army Public Health Cmd.; 20th Support Cmd. (CBRNE); 22nd Chemical Battalion; U.S. Army Communications-Electronics Cmd. Life Cycle Management Ctr.; U.S. Army Medical Research Institute of Chemical Defense; 203rd Military Intelligence Battalion; U.S. Army Chemical Materials Agency; approx. 22,000 civilian, military and contractor personnel; 72,500 acres, 35 miles northeast of Baltimore. DSN: 298-5201; (410) 278-5201.

Anniston Army Depot, AL 36201-4199. Opened 1941; repairs and retrofits combat tracked vehicles, artillery and small arms; receives and stores general supplies, ammunition, missiles, small arms and strategic materiel; 4,400 civ. (including tenants and contractors); 15,000 acres adjacent to Pelham Range, 10 miles west of Anniston. DSN: 571-1110; (256) 235-7501.

Fort A.P. Hill, VA 22427. Winner of the Army Communities of Excellence Award in 2008 and 2012; 76,000-acre regional training center; supports challenging and realistic training for special operations, conventional active duty, National Guard and reserve units from across the joint force, as well as other organizations and activities; 27,000-acre live-fire range complex; 45,000-acre light and heavy maneuver complex. DSN: 578-8324/8120; (804) 633-8324/8120.

Fort Belvoir, VA 22060. Established 1912; named for the manor house of COL William Fairfax, 1736–1741, the ruins of which re on the installation; home to more than 50 soldiers, sailors, airmen, marines and DoD ployees; supports the nation's military lea worldwide in critical intelligence, medical, l tical, administrative, and command and co functions fulfilled by more than 140 mis partners and satellite organizations; lar installation in the U.S. Army Military Di of Washington; major tenants include the tional Geospatial-Intelligence Agency; Belvoir Community Hospital; Defense L tics Agency; U.S. Army Cyber Cmd.; U.S. sile Defense Agency; U.S. Army Legal Ser Agency; the Office of the Chief of the A Reserve; Defense Contract Audit Age Washington Headquarters Services; Def Threat Reduction Agency; Defense Acqui University; U.S. Army Intelligence and Sec Cmd.; Defense Intelligence Agency; Nigh sion and Electronics Sensors Directorate; son Army Airfield; 29th Inf. Div. of the Vir Army National Guard; approx. 10,000 40,000 civ.; 8,656 acres; controls four nor tiguous properties in Virginia including Main Post at Mount Vernon, the Mark Cen Alexandria, the Belvoir North Area in Sp field and Rivanna Station near Charlottes DSN: 685-5001; (703) 805-5001.

Fort Benning, GA 31905. Established 1 named after BG Henry L. Benning, Confe ate States Army (CSA); home of Mane Center of Excellence; Army Marksman Unit; 3rd Armored Bde. Combat Team, 3r Div.; Western Hemisphere Institute for Sec Cooperation; 75th Ranger Rgt.; 199th Inf. 197th Inf. Bde.; 198th Inf. Bde.; 194th Arm Bde.; 316th Cavalry Bde.; Martin Army munity Hospital; Ranger Training Bde.; 3 mil., 4,300 civ.; 181,386 acres, nine miles of Columbus. DSN: 835-2011; (706) 545-2

Fort Bliss, TX 79916 and 79918. Establi as the post opposite El Paso, Texas, in named after LTC William Wallace Smith home of the 1st Armored Div.; 1st, 2nd and 4th Bde. Combat Teams, 1st Armored 1AD Combat Aviation Bde.; 212th Fires 15th Sustainment Bde.; Garrison Cmd.; Modernization Cmd.; U.S. Army Sergeants jor Academy; William Beaumont Army Me Ctr.; Joint Task Force North; 32nd Army A Missile Defense Cmd.; 11th Air Defense tillery Bde.; 5th Armored Bde.; 402nd Fie tillery Bde.; German Air Force Cmd. (U.S Canada); German Air Force Air Defense 32,000 mil., 6,500 civ.; 1.2 million acres. 978-0831; (915) 568-2121.



Dennis Steele/ARMY Magazine

Fort Bragg, N.C.

e Grass Army Depot, KY 40475-5001. Es-shed 1941; a conventional ammunition de- with a rapid industrial response capability porting add-on armor, combat vehicle ac- sory production, weapon component pro- ion and a primary mission of performing dard depot operations (storage, receipt, in- ction, maintenance and demilitarization) of ventional munitions, missiles, nonstandard munition and chemical defense equipment all DoD services; approx. 560 personnel; 00 acres, four miles south of Richmond. N: 745-6221; (859) 779-6221.

: Bragg, NC 28310. Established as a field ery site in 1918; named after MAJ Braxton gg (who later served as a general in the A); home of the airborne and special opera- s forces; houses U.S. Army Forces Cmd; Army Rsv. Cmd.; 4th Training Bde.; XVIII . Corps; 82nd Abn. Div.; 1st Sustainment d. (Theater); 108th ADA Bde.; 44th Medical .; 16th MP Bde.; 525th Battlefield Surveil- e Bde.; U.S. Army Spc. Ops. Cmd.; Joint Ops. Cmd.; U.S. Army Spc. Forces Cmd.; Army John F. Kennedy Spc. Warfare Ctr. School; U.S. Army Civil Affairs and Psy- ogical Ops. Cmd.; U.S. Army Spc. Ops. Cmd.; 440th Air Rsv. Wing; 43rd Airlift g; 20th Engineer Bde.; the Golden ghts; Womack Army Medical Ctr.; 56,697 14,515 civ.; 161,047 acres, 10 miles hwest of Fayetteville, 50 miles south of eigh. DSN: 236-0011; (910) 396-0011.

t Campbell, KY 42223. Opened 1942; named for BG William B. Campbell, a Tennessee hero of the Mexican War and governor of Tennessee; home of 101st Abn. Div. (Air Assault); 5th Spc. Forces Grp. (Abn.); 160th Spc. Ops. Aviation Rgt. (Abn.); 52nd Ordnance Group; 30,438 mil., 8,058 civ.; 105,068 acres, 15 miles south of Hopkinsville, 10 miles northwest of Clarksville, Tenn., 50 miles northwest of Nashville, Tenn. DSN: 635-1110; (270) 798-3025.

Carlisle Barracks, PA 17013. Established 1757; home of the U.S. Army War College, which educates and develops leaders for service at the strategic levels; site of Army Heritage and Education Center; School of Strategic Landpower; Center for Strategic Leadership and Development; Strategic Studies Institute; Army War College Press; Army Peacekeeping and Stability Operations Institute; 510 mil., 687 civ.; 459 acres, 18 miles southwest of Harrisburg. DSN: 242-3131; (717) 245-3131.

Fort Carson, CO 80913. Established 1942; named for BG Christopher (Kit) Carson; home of the 4th Inf. Div.; 10th Spc. Forces Grp. (Abn.); 4th Engineer Bn.; 52nd Engineer Bn.; 43rd Support Bde.; 10th Combat Spt. Hospital; 759th Military Police Bn.; 1/2 Aviation Recon. Bn.; 71st Ordnance Group (EOD); 26,000 mil., 5,800 civ.; 137,403 acres adjacent to Colorado Springs and 235,896 acres at Piñon Canyon Maneuver Site near Trinidad. DSN: 691-5811; (719) 526-5811.

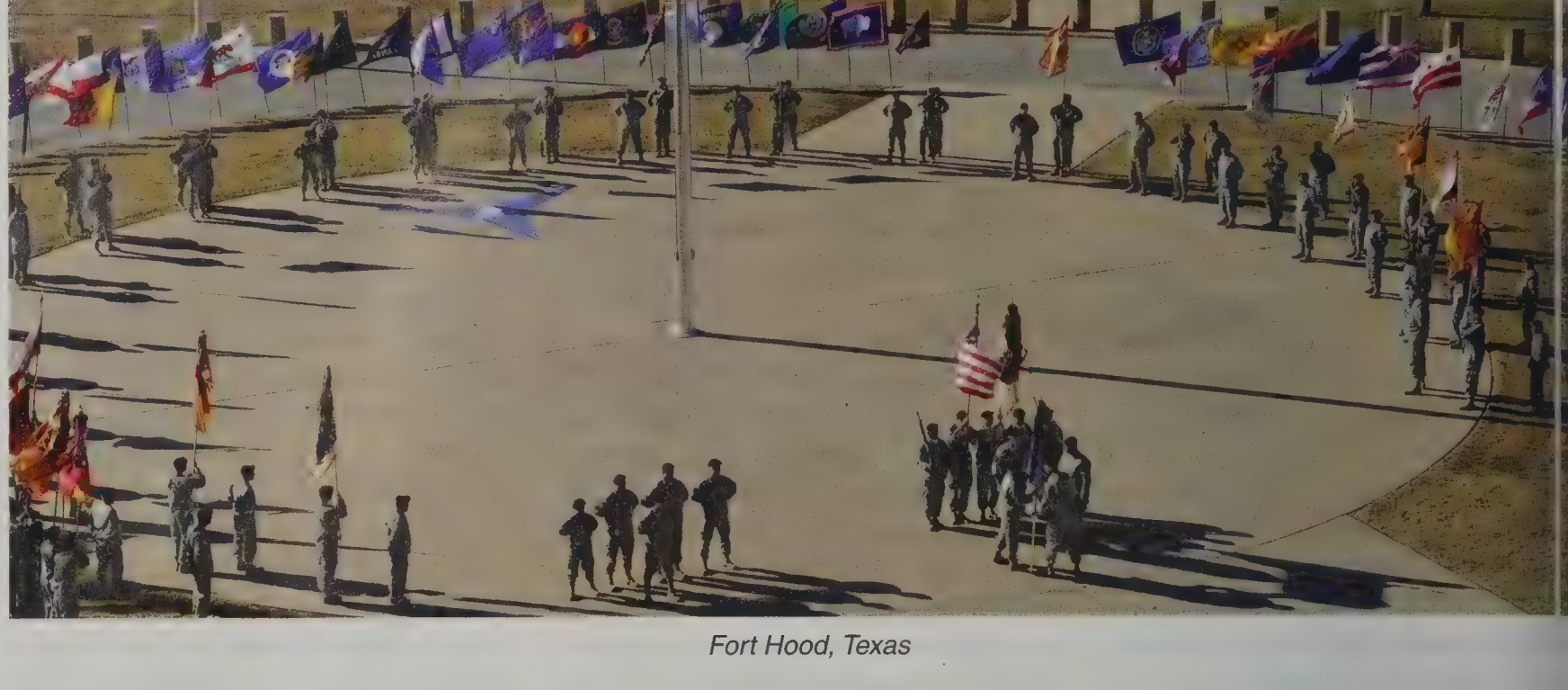
Construction Engineering Research Laboratory, IL 61826-9005. Established 1968; one of seven labs in the U.S. Army Engineer Research and Development Ctr.; conducts research and development for the U.S. Army Corps of Engineers and Army programs in military facilities construction, operations, maintenance, energy conservation and environmental quality, including pollution prevention, compliance, and natural resource management; 343 civ.; 33 acres at Champaign. (217) 352-6511.

Corpus Christi Army Depot, TX 78419-5260. Opened in 1961; sustains rotary wing aircraft, engines and components—including AH-64, CH-47, OH-58, UH-60 and HH-60—for joint operations; supports Army unmanned aircraft system (UAS) with modification on RQ-7B Shadow Tactical UAS; supports Army accident investigations; assesses, evaluates and repairs forward deployed helicopters and components; provides hands-on helicopter maintenance training for active duty, Reserve and National Guard; 4,129 civ., approx. 1,456 contractors; 158 acres and 2.3 million square feet of industrial space at Naval Air Station Corpus Christi. (361) 961-3627.

Fort Detrick, MD 21702. Established 1943; named for Army flight surgeon MAJ Frederick Louis Detrick; community includes more than 50 tenant organizations representing five Cabinet-level agencies and all armed services; major areas: medical research, strategic communications (signal) and defense medical logistics; approx. 1,900 mil., approx. 8,500 civ.; 1,341 acres at main post in Frederick and Forest Glen Annex in Silver Spring. DSN: 343-8000; (301) 619-8000.



Fort Carson, Colo.



Fort Hood, Texas

U.S. Army Garrison-Detroit Arsenal, Warren, MI 48397-5000. Established 1971; under the Installation Management Command-Central Region; provides installation support services for Detroit Arsenal tenant organizations, including U.S. Army TACOM Life Cycle Management Cmd.; Program Executive Office (PEO) Ground Combat Systems; PEO Combat Support and Combat Service Support; PEO Integration; and the Tank Automotive Research Development and Engineering Center; 230 mil., 7,800 civ.; 169 acres, 10 miles north of Detroit and 20 miles southwest of Selfridge Air National Guard Base. DSN: 786-5000; (586) 282-5000.

Fort Drum, NY 13602. Established 1907; renamed for LTG Hugh A. Drum, commander, First Army, 1938–1943; 10th Mtn. Div. (Lt. Inf.); 19,024 mil., 4,544 civ.; 107,265 acres, eight miles north of Watertown and 78 miles north of Syracuse. DSN: 772-6011; (315) 772-6011.

Dugway Proving Ground, UT 84022. Established 1942; performs test and evaluation of defensive chemical and biological materiel, environmental technology testing, meteorological and atmospheric transport modeling; five mil., 1,450 civ.; 798,218 acres, 85 miles southwest of Salt Lake City. DSN: 789-2116; (435) 831-2116.

Joint Base Elmendorf-**Richardson**. See Joint Bases.

U.S. Army Engineer Research and Development Center (ERDC), MS 39180. Established in 1929 by the U.S. Army Corps of Engineers (USACE) as the Waterways Experiment Station; now serves as ERDC headquarters; home to four of seven USACE/ERDC laboratories—Coastal and Hydraulics, Geotechnical and Structures, Environmental, and Information Technology; provides innovative technology solutions for the warfighter, military installations, water resources and environmental issues for USACE, DoD and the nation; home of the USACE Reachback Operations Center, supporting all contingency operations worldwide; home to one of five major DoD high performance computing centers; named Army Research and Development Laboratory of the Year eight of the last 10 years; 10 mil., 1,700 civ.; 694 acres in Vicksburg. (601) 634-3111.

U.S. Army Engineer Research and Development Center-Cold Regions Research and Engineering Laboratory (ERDC-CRREL), NH 03755-1290. Opened 1961; one of seven laboratories of the ERDC; home of the National Levee Database; solves interdisciplinary, strategically important problems for the nation, the warfighter and the U.S. Army Corps of Engineers by advancing and applying science and engineering to complex environments, materials and processes in all seasons and climates; maintains unique core competencies related to the Earth's cold regions; two mil., 250 civ.; 28 acres at Hanover; minimal staff field offices in Anchorage and Fairbanks, Alaska. (603) 646-4100.

Gillem Enclave, GA 30297. Opened 1941; named for LTG Alvan C. Gillem Jr., Third Army commander, 1947–1950; site of 3rd Medical Cmd.; Army Criminal Investigation Laboratory; Military Entrance Processing Station; 1,170 members of active Army, Reserve and Guard; 284 civ.; 252 acres at Forest Park, 18 miles southeast of Atlanta. DSN: 797-5000; (404) 469-5000.

Fort Gordon, GA 30905. Opened 1941; named for LTG John Brown Gordon (CSA); home of the Army Signal Ctr. of Excellence; Dwight David Eisenhower Army Medical Ctr.; hq quarters, 7th Signal Cmd.; 15,100 mil., 8(civ.; 56,596 acres, 12 miles southwest o gusta. DSN: 780-0110; (706) 791-0110.

Fort Hamilton, NY 11252. Established 2 as part of the New York harbor battery def system; named for Alexander Hamilton; ha quartered by the Military District of Washir in Washington, D.C.; home to the New York Recruiting Bn.; U.S. Army Corps of Engin North Atlantic Div. headquarters; New York tary Entrance Processing Station, which re sponsible for processing more than 270 applicants each year; 1179th Deployment S port Bde.; New York National Guard Task F Empire Shield; serves as a secure federal fa tion that provides administrative and logis support for the Army, Defense Intellig Agency, FBI, Secret Service, U.S. Marsh Service, Dept. of Homeland Security and ne intelligence and counterterrorism agen DSN: 232-4101; (718) 630-4101.

Fort Hood, TX 76544. Opened 1942; name f GEN John Bell Hood (CSA); site of III Corps; Cav. Div. (including 1st, 2nd, 3rd and 4th Combat Teams and 1st Air Cavalry Bde.); 1 Fires Bde.; First Army Div. West; Operat Test Cmd.; 3rd Cavalry Rgt.; 13th Sustain Cmd. (Expeditionary); 1st Medical Bde.; 1 Cavalry Bde.; 85th Civil Affairs Bde.; 36th E neer Bde.; 48th Chemical Bde.; 89th Militar lice Bde.; 504th Battlefield Surveillance B 13th Financial Management Ctr.; 407th S Support Bde.; 69th Air Defense Artillery; 31 Defense Artillery; 44,000 mil., 4,877 civ.; square miles adjacent to Killeen, 60 miles n of Austin and 160 miles south of Dallas Worth. DSN: 737-1110; (254) 287-1110.

t **Huachuca**, AZ 85613. Opened 1877; e of Army Intelligence Ctr. of Excellence; work Enterprise Technology Cmd.; Army tronic Proving Ground; Information Sys- s Engineering Cmd.; Joint Interoperability Cmd.; 4,890 mil., 3,406 civ.; 73,242 acres, niles southeast of Tucson. DSN: 821-7111;) 538-7111.

ter Army Airfield, GA 31409. Established 0; named for Army Air Corps MG Frank riscoll Hunter; supports 3rd Inf. Div., Com- Avn. Bde. and 1st Bn., 75th Ranger Rgt.; Bn., 160th Spc. Ops. Aviation Rgt.; 224th ary Intelligence Bn.; USMC Reserve Ctr.; th Quartermaster Bn.; 6th ROTC Bde.; CG Air Station Savannah; 3rd Military Po- Group; 6,200 mil., 600 civ.; 5,370 acres at annah. DSN: 729-5617; (912) 315-5617.

t **Irwin and the National Training Center**, 92310. Named after MG George LeRoy Ir- commander of the 57th Field Artillery Bde. ng World War I; home station units include Armored Cavalry Rgt., 916th Support ., Operations Group and the U.S. Air Force Combat Training Squadron; 4,997 mil., 7 civ., 6,288 rotational soldiers; 768,000 es, 37 miles northeast of Barstow. DSN: -3369; (760) 380-3369.

t **Jackson**, SC 29207. Established 1917; ed for President Andrew Jackson; conducts c combat training and combat support ad- ced individual training; site of 165th, 171st 193rd Inf. Bdes.; 81st Regional Readiness d.; Soldier Support Institute; Armed Forces plaincy Ctr.; National Ctr. for Credibility As- sment; Army Drill Sergeant School; Moncrief y Community Hospital; 3,500 mil., 3,500 civ.; 01 acres adjacent to Columbia. DSN: 734- 0; (803) 751-1110.

t **Knox**, KY 40121 and 40122. Opened 8; named for MG Henry Knox, Revolution- War hero and first Secretary of War; home .S. Army Human Resources Cmd.; U.S. y Cadet Cmd.; U.S. Army Recruiting Cmd.; Bde. Combat Team, 1st Inf. Div.; 3rd Sus- ment Cmd. (Expeditionary); 4th Cavalry, 1st y Div.; 84th Training Cmd.; 100th Div.; Army erve Readiness Training Ctr.; 113th Army d (the Dragoons); 11th Theater Aviation d.; 19th Engineer Bn.; GEN George S. Pat- Museum of Leadership; 10,000 mil., 11,500 108,955 acres, 35 miles southwest of sville. DSN: 464-1000; (502) 624-1000.

t Base Langley-**Eustis**. See Joint Bases.

t **Leavenworth**, KS 66027. Established 7; named for COL Henry Leavenworth, mander of the 3rd Inf. Rgt.; home of Mission Command Center of Excellence; Mission Command Training Program; Combined Arms Center; U.S. Army Command and General Staff College; Center for Army Lessons Learned; Combined Arms Doctrine Directorate; U.S. Army and Marine Corps Counterinsurgency Center; 35th Inf. Div. (ARNG); U.S. Disciplinary Barracks; Midwest Joint Regional Correctional Facility; 4,063 mil., 2,684 civ., 657 inmates, 5,634 acres adjacent to Leavenworth; 20 miles northwest of Kansas City International Airport. DSN: 552-4021; (913) 684-4021.

Fort Lee, VA 23801. Opened in 1917 as Camp Lee; named for GEN Robert E. Lee, a career Army officer and combat engineer; home to the Combined Arms Support Command and Sustainment Center of Excellence, the headquarters component that provides oversight of the U.S. Army Quartermaster, Ordnance and Transportation schools; Army Logistics University; the Soldier Support Institute; headquarters of both Defense Commissary Agency and Defense Contract Management Agency; 4,250 mil., 5,345 civ., 2,150 contractors, 10,389 mil. trainees; 5,907 acres, three miles east of Petersburg. DSN: 539-3000; (804) 765-3000.

Fort Leonard Wood, MO 65473. Opened 1941; named for MG Leonard Wood, Army Chief of Staff, 1910–14; designated the U.S. Army Maneuver Support Ctr. of Excellence, which includes the U.S. Army Chemical, Biological, Radiological and Nuclear, Engineer, and Military Police (MP) schools, a gender-integrated basic training brigade, one of five reception stations in the Army for newly accessed soldiers, and the largest Noncommissioned Officers Academy in the Army; 4th Maneuver Enhancement Bde.; 94th Engineer Bn.; 5th Engineer Bn.; 92nd MP Bn.; 193rd Bde. Support Bn.; Directorate for Counter Improvised Explosive Devices; continuing responsibilities include consolidated and joint chemical, engineer, MP and motor transport operators training with the Navy, Marines, Air Force, and Coast Guard; GEN Leonard Wood Army Community Hospital; approx. 7,000 active duty mil., approx. 90,000 mil. for training, approx. 9,000 civ.; 61,400 acres, 88 miles northeast of Springfield, 135 miles southwest of St. Louis. DSN: 886-0131; (573) 596-0131.

Letterkenny Army Depot, PA 17201-4150. Opened 1942; named after Letterkenny Township, which the depot absorbed; home of the Army's Ctr. of Industrial and Technical Excellence for Air Defense and Tactical Missile Systems; Mobile Electronic Power Generation Equipment, Route Clearance Vehicles; Patriot Missile Recertification; other programs include Sentinel Radar System; High Mobility Artillery Rocket Systems; Aviation Ground Power Units; Force Provider reset and new build operations; conducts storage, issue, rebuilding, testing, overhauling and demilitarization of equipment, tactical missiles and ammunition; 1,699 civ., 909 contract employees; 18,668 acres, five miles north of Chambersburg, 50 miles southwest of Harrisburg. DSN 570-8111; (717) 267-8111.

Joint Base **Lewis**-McChord. See Joint Bases.

Joint Expeditionary Base Little Creek-**Story**. See Joint Bases.

Fort Meade, MD 20755. Established 1917; named for MG George Gordon Meade, commander of the Army of the Potomac, 1863–65; home of National Security Agency; Defense Information Systems Agency; Defense Media Activity; Defense Information School; Asymmetric Warfare Group; First Army Div. East; 90 other installation partners; 11,000 mil., 39,000



Fort Lee, Va.



Redstone Arsenal, Ala.

civ.; 5,067 acres, 15 miles northeast of Washington, D.C. DSN: 622-6261; (301) 677-6261.

Joint Base **Myer**-Henderson Hall. See Joint Bases.

Picatinny Arsenal, NJ 07806-5000. Established 1880; researches and develops advanced technology armament and munitions systems for joint military services and provides life-cycle engineering support for munition systems; home of the Joint Ctr. of Excellence for Guns and Ammunition and the Joint Munitions and Lethality Life Cycle Mgmt. Cmd.; Army Contracting Cmd. of New Jersey; Armament Research, Development and Engineering Ctr.; Network Enterprise Cmd. Picatinny; Program Executive Office, Ammunition; Project Manager Soldier Weapons; 5,200 civilian and military personnel; 6,500 acres, 32 miles west of New York City. DSN: 880-4021; (973) 724-4021.

Pine Bluff Arsenal, AR 71602-9500. Established 1941; produces, stores and demilitarizes conventional ammunitions; center for illuminating and infrared munitions; produces smoke munitions; Army Ctr. for Industrial and Technical Excellence; produces, repairs and stores chemical/biological defense products; approx. five mil., 850 civ.; 13,500 acres, eight miles northwest of Pine Bluff. DSN: 966-3000; (870) 540-3000.

Pohakuloa Training Area, HI 96720-4607. Established 1956; named for the Hawaiian word for "long stone"; supports training of active Army, Marine Corps, reserve component and joint/combined forces in the Pacific region; 517 mil., 251 civ.; 131,805 acres, 36 miles northwest of Hilo. DSN: (315) 969-2427; (808) 969-2427.

Joint Readiness Training Center and Fort Polk, LA 71459. Established 1941; named for Confederate LTG Leonidas Polk; home of the Joint Readiness Training Ctr.; 4th BCT, 10th Mountain Div.; 1st Maneuver Enhancement Bde.; 162nd Inf. Bde.; 115th Combat Support Hospital; Bayne Jones Army Community Hospital; 10,001 mil., 1,962 civ., 4,511 contractors; 198,555 acres, two miles south of Leesville. DSN: 863-1110; (337) 531-2911.

U.S. Army Garrison-Presidio of Monterey, CA 93944-5006. Established 1847; home of the Defense Language Institute Foreign Language Ctr. with each military service providing servicemembers as students, faculty and staff; additional military housing, post exchange and commissary are located at the Ord Military Community, part of the former Fort Ord; 75 miles south of San Jose International Airport. DSN: 768-6912; (831) 242-6912.

Pueblo Chemical Depot, CO 81006-9330. Established 1942; stores chemical munitions; 23,000 acres at Pueblo. DSN: 749-4111; (719) 549-4111.

Red River Army Depot, TX 75507-5000. Established 1941; repairs, overhauls, remanufactures and converts a variety of combat and tactical wheeled vehicles; operates DoD's only road wheel and track-shoe rebuild/manufacturing facility; home of MRAP University; two mil., 3,500 civ., 2,500 contractors; 14,000 acres, 18 miles west of Texarkana, 80 miles northwest of Shreveport, La. DSN: 829-2141; (903) 334-2141.

Redstone Arsenal, AL 35898-5020. Established 1941; named for the red soil of the region; home to more than 55 federal and DoD organizations, including Materiel Management and Acquisition; Space Operations and Missile Defense; Intelligence and Homeland Defense; Research, Development, Test and Evaluation; U.S. Army Space and Missile Defense Cmd.; U.S. Army Aviation and Missile Cmd.; U.S. Army Materiel Cmd.; U.S. Army Security Assistance Cmd.; U.S. Army Contracting Cmd.; U.S. Army Expeditionary Contracting Cmd.; Program Executive Office (PEO)-Missiles and Space; PEO-Aviation; FBI Hazardous Devices Schoo Bureau of Alcohol, Tobacco, Firearms an plosives' National Ctr. for Explosives Training Research; Aviation Missile Research, Dev ment and Engineering Ctr.; Redstone Test Missile Defense Agency; Defense Intellig Agency-Missile and Space Intelligence NASA's Marshall Space Flight Ctr.; 1,000 35,000 civ. and contractors; 38,000 acres cent to Huntsville. DSN: 746-2151; (256) 2151.

Fort Riley, KS 66442. Established 1 named for MG Bennett Riley, who led the military escort along the Santa Fe Trail; h of the 1st Inf. Div. (the Big Red One); 1st A 2nd ABCT; 4th IBCT; 1st Combat Avn. 1st Sustainment Bde.; 19,500 mil., 7,500 100,656 acres, 125 miles west of Kansas Mo. DSN: 856-3911; (785) 239-3911.

Rock Island Arsenal, IL 61299. Establi 1862; home to Headquarters, Army Sus ment Cmd.; Headquarters, 1st Army; Roc land Arsenal Civilian Personnel Advisory for the East Region and North Central Rock Island Arsenal Joint Manufacturing Technology Ctr.; 2,330 mil., 4,674 civ.; 946 island in the Mississippi River between Island and Davenport, Iowa. DSN: 793-6 (309) 782-6001.

Rocky Mountain Arsenal, CO 80022. Es lished 1942; responsible for contamin cleanup; 15 civ.; 1,038 acres in Comm City, 10 miles northeast of Denver. DSN: 2300; (303) 289-0300.

Fort Rucker, AL 36362. Established 1 named for COL Edmund W. Rucker, CSA alry leader; home of the U.S. Army Aviatio of Excellence; Army Aviation Museum; Warrant Officer Career College; U.S. Combat Readiness/Safety Ctr.; Army Aero ical Ctr.; Army Aeromedical Research La tory; Army School of Aviation Medicine; mil., 7,496 civ.; 63,072 acres, 75 miles sou Montgomery. DSN: 558-1110; (334) 255-1

Fort Sam Houston. See Joint Bases.

Schofield Barracks, HI 96857. Establi 1909; named for LTG John McAllister Scho commander in chief of the Army, 1888– whose recommendations led to the first military presence in the islands; home o 25th Inf. Div.; U.S. Army Garrison-Hawa cated at Wheeler Army Airfield, which sup 22 installations and various tenant units prox. 18,864 mil., 6,153 civ.; 55,625 acre miles northwest of Honolulu. DSN: (315) 7110; (808) 449-7110.

Fort Shafter, HI 96858. Established 1



Fort Sill, Okla.

ed for MG William R. Shafter, Civil War
and Spanish-American War corps com-
der; home of U.S. Army Pacific; 8th The-
Sustainment Cmd.; 311th Signal Cmd.
eater); 9th Mission Support Cmd.; 94th
y Air and Missile Defense Cmd.; 196th In-
y Bde.; Installation Management Cmd.-Pa-
Region; Army Corps of Engineers-Pacific
and various tenant units; 5,807 mil., 6,777
1,911 acres near Honolulu. DSN: 315-456-
); (808) 449-7110.

ra Army Depot, Herlong, CA 96113-5000.
blished 1942; provides a wide variety of
-term life-cycle sustainment solutions for
oint services, including equipment receipt,
et visibility; long-term care, storage and
ainment; repairing and resetting Army fuel
water systems; on-demand rapid deploy-
t from the organic airfield; dry climate and
erate desert temperatures allow the nat-
benefit of low-cost outside or indoor stor-
without the need for energy sponsored
rolled environments; 1,500 civ. and con-
ors; 36,000 acres, 55 miles northwest of
o, Nev. DSN: 855-4343; (530) 827-4343.

Sill, OK 73503. Established 1869;
ed for BG Joshua W. Sill, Union comman-
home of the Fires Ctr. of Excellence; Air
ense Artillery School; Field Artillery
ool; 428th and 434th Field Artillery Bdes.;
h Fires Bde.; 75th Fires Bde.; 30th Air De-
e Artillery Bde.; 31st Air Defense Artillery
.; 95th Training Div.; Noncommissioned
er Academy; garrison; Medical and Den-
ctivities; 77th Army Band; Network Enter-
e Ctr.; Mission and Installation Contracting
d.; Army Materiel Cmd.; Marine Artillery
achment; 9,342 mil., 2,832 civ.; 94,000
s, adjacent to Lawton. DSN: 639-8111;
) 442-8111.

Army Soldier Systems Center, Natick, MA 01760. Commonly known as Natick Labs, this facility performs research and development in core technologies for all the services—textile technology, interactive textiles, nanotechnology, biotechnology, airdrop technology, food science, human physiology and warrior systems integration; develops, manages, fields and sustains products and systems to support all military services; 20 miles west of Boston. (508) 233-5340.

Fort Stewart, GA 31314. Established 1940; named for BG Daniel Stewart, Revolutionary War militia officer; home of 3rd Inf. Div.; approx. 20,000 mil., approx. 3,500 civ.; 279,000 acres at Hinesville, 40 miles southwest of Savannah. (912) 767-1110.

Sunny Point Military Ocean Terminal, Southport, NC 28461-7800. Established 1955; home of the 596th Transportation Bde., which commands Military Ocean Terminal-Sunny Point, 832nd Transportation Bn.; 834th Transportation Bn., Military Ocean Terminal-Concord, Calif.; provides the nation with 75 percent of total surface ammunition throughput capabilities; three mil., 280 civ.; 16,435 acres. DSN: 488-8000; (910) 457-8000.

Tobyhanna Army Depot, PA 18466-5000. Established 1953; DoD's largest facility for the repair, modification, test, design, fabrication and integration of the full spectrum of command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) systems, missile guidance and control, and other specialized systems; designated the Army Ctr. of Industrial and Technical Excellence for C4ISR, and Electronics, Avionics, and Missile Guidance and Control Systems, and the Air Force Technology Repair Ctr. for Command, Control, Communications and Intelligence; manages and operates 68 forward repair facilities worldwide; approx. 25 mil., 3,569 civ., 496 contractors; 1,300 acres at Tobyhanna, 20 miles southeast of Scranton. DSN: 795-7000; (570) 615-7000.

Tooele Army Depot, UT 84074-5000. Established 1942; DoD's Western region conventional ammunition hub supporting warfighter readiness through receipt, storage, issue, demilitarization and renovation of conventional ammunition, and the design, manufacture, fielding and maintenance of ammunition-peculiar equipment; one mil., 484 civ.; 42,400 acres, 35 miles southwest of Salt Lake City, three miles south of Tooele City. DSN: 790-2211; (435) 833-2211.

Tripler Army Medical Center, HI 96859. Established 1920; named for BG Charles Stuart Tripler, medical director of the Army of the Potomac during the Civil War; largest military medical treatment facility in the Pacific Basin;



Tooele Army Depot, Utah



Watervliet Arsenal, N.Y.

performs inpatient and outpatient medical services; more than 4,500 military, civilian and contractor personnel; 360 acres near Honolulu. (808) 433-6661/6662.

Fort Wainwright, AK 99703. Established 1961; named for GEN Jonathan M. Wainwright, hero of Bataan; home of 1st Stryker Bde. Combat Team, 25th Inf. Div.; 1,330 civ.; 1,599,738 acres adjacent to Fairbanks. DSN: (317) 353-1110; (907) 353-1110.

Watervliet Arsenal, NY 12189-4000. The nation's oldest continuously operated arsenal; began operations during the War of 1812 and celebrated its 200th anniversary on July 14; widely known as "America's Arsenal," this Army-owned and Army-operated manufacturing center was recognized by the Secretary of the Army as a Center of Industrial and Technical Excellence and is ISO 9001:2008-certified; with its partner, the U.S. Army's Benét Laboratories, Watervliet is DoD's manufacturer of choice specializing in cannons, mortars, associated materiel and other complex machined items for U.S. and foreign militaries; 30 military and civilian tenant organizations; 72 buildings and more than one million square feet of manufacturing space; one mil., 850 civ.; 143 acres, about seven miles north of Albany. DSN: 374-5111; (518) 266-5111.

West Point, NY 10996. Oldest continuously garrisoned military installation in the United States; first garrisoned by the Continental Army in January 1778; home of the U.S. Military Academy since 1802 and the Ctr. for the Army Profession and Ethic (formerly the Army Ctr. of Excellence for the Professional Military Ethic) since 2008; more than 5,500 mil. (including 4,400 members of the U.S. Corps of Cadets), approx. 2,800 civ.; 16,000 acres on the Hudson River, 55 miles north of New York City. DSN: 688-4011; (845) 938-4011.

White Sands Missile Range, NM 88002. Established 1945; national test range; 868 mil., 2,004 civ., 2,363 contractors; 3,200 square miles, 27 miles east of Las Cruces, 40 miles north of El Paso, Texas. DSN: 258-2121; (575) 678-2121.

Yakima Training Center, WA 98901. Established 1941; subinstallation of Joint Base Lewis-McChord, Wash.; supporting joint and combined arms maneuver training and ranges for active and reserve component units and allies; 150 mil., 400 civ.; 327,000 acres, eight miles northeast of Yakima, 168 miles southeast of Tacoma. DSN: 638-3205; (509) 577-3205.

Yuma Proving Ground, AZ 85365. Established 1943; performs multipurpose testing for many types of weapon systems and munitions; 150 mil., 2,400 civ.; 1.3 million acres, 26 miles northeast of Yuma. DSN: 899-2151; (928) 328-2151.

Joint Bases

This listing includes active joint posts and installations. Army elements appear in bold.

Joint Base Elmendorf-**Richardson**, AK 99505 and 99506. Managed by the Air Force's 673rd Air Base Wing; home to Alaskan Cmd.; U.S. Army Alaska; 4th BCT (Abn.), 25th Inf. Div.; 2nd Eng. Bde.; 6,610 soldiers, 6,710 airmen, 1,200 Army National Guard, 1,050 Air National Guard, 2,800 civ.; 84,530 acres. DSN: (317) 552-8151/8152/8153.

Joint Base Langley-**Eustis**, VA 23604. Established 1918; named for Bvt. BG Abraham Eustis, Virginia native and veteran of the War of 1812; home of U.S. Army Training and Doctrine Cmd. headquarters; Army Training Support Ctr.; Aviation Applied Technology Directorate; 128th Aviation Bde.; 7th Sustainment Bde.; 7,800 mil., 5,700 civ.; 8,248 acres adjacent to Newport News, 11 miles southeast of Williamsburg. DSN: 826-5251; (757) 878-5251.

Joint Base **Lewis**-McChord, WA 98433 tablished 1917; named for CPT Meriwe Lewis (of the Lewis and Clark Expedition) COL William Caldwell McChord, former of the Training and Operations Div. in h quarters, Army Air Corps; home of I C headquarters, 7th Inf. Div.; 2nd Bde., 2n Div.; 3rd Bde., 2nd Inf. Div.; 4th Bde., 2n Div.; 16th Combat Avn. Bde.; 593rd Sus ment Bde.; 201st Battlefield Surveillance 62nd Medical Bde.; 189th Inf. Bde.; 191 fantry Bde.; 42nd MP Bde.; 1st Special Fo Group (Abn.); 2nd Bn., 75th Ranger Rgt.; Theater Avn. Cmd.; 4th Battalion, 160th cial Operations Avn. Rgt. (Abn.); 404th Field Support Bde.; 6th MP Group (CID); Army Cadet Command's 8th ROTC Western Regional Medical Cmd.; Mac Healthcare System; Public Health Cmd gion-West; Yakima Training Ctr.; 41,975 mi cluding 31,702 active Army personnel), ap 15,000 civilian employees; more than 9 acres (414,000 acres including Yakima Tra Center); 10 miles southeast of Tacoma. 357-1110; (253) 967-1110.

Joint Expeditionary Base Little Creek-**S** VA 23459. Established 2009; composed former Army Garrison of Fort Story (e lished in 1914) and the Naval Amphib Base Little Creek (established in 1947); ex tionary and logistics-over-the-shore tra site for active and reserve Army, Marine C and Navy components; national joint tra asset; only base that meets nearly all Special Warfare training requirements; 14 ident commands; 16,154 mil., 5,760 civ.; acres between both properties. DSN: 7358; (757) 462-7385/7386.

Joint Base McGuire-**Dix**-Lakehurst, NJ 0 DSN: 650-1100; (609) 754-1100.

Joint Base **Myer**-Henderson Hall, VA 2 Established in 1862 as Fort Whipple, ren Fort Myer in 1887 for BG Albert J. Myer chief of the Army Signal Corps; home of th U.S. Inf. Rgt., (The Old Guard); The U.S. Band (Pershing's Own); 8,000 mil., 1,37 270 acres adjacent to Arlington National C tery across the Potomac River from Was ton, D.C. DSN: 426-0596; (703) 696-0596. base command includes **Fort McNair**, W ington, D.C. 20319. Established in 1791; na for GEN Lesley J. McNair, Army ground fo commander killed in Normandy, 1944; ho the U.S. Army Military District of Washin Joint Force Headquarters-National Capita gion; National Defense University; Ctr. of tary History; Inter-American Defense Col

Commander-in-Chief's Guard (Company A, U.S. Inf. Rgt., The Old Guard); 108 acres in hwest Washington, D.C. DSN: 426-0596;) 696-0596. Henderson Hall, VA 22214. n Marine Corps expansion during World II, a headquarters and service company organized at Henderson Hall in 1942; ed for Col. (Bvt. B. Gen.) Archibald Hen- on, fifth commandant of the Marine Corps; ides administrative, operational, logistical quality-of-life services in support of more 2,000 marines and civilians of Headquar- Marine Corps. DSN: 224-2014; (703) 614- 4.

Sam Houston-Joint Base San Antonio, 78234. Established 1876; named for the elected president of the Republic of Texas; dquarters, U.S. Army Medical Cmd.; U.S. y North/Fifth Army; U.S. Army South; 5th ruiting Bde.; 12th ROTC Bde.; San Antonio ary Entrance and Processing Station; h AF Training Readiness Group; Installa- Management Cmd.; Army Medical De- ment Ctr. and School; San Antonio Military ical Ctr.; Brooke Army Medical Ctr.; head- rters, Dental Cmd.; Institute of Surgical earch; Defense Medical Readiness Train- Institute; 470th Military Intelligence Bde.; h Signal Bde.; 410th Contracting Bde.; Ctr. Health Promotion and Preventive Medicine; Medical Education and Training Campus; y Medicine Training Support Ctr.; Military allation and Contracting Cmd., including 410th and 412th Contracting Bdes.; South- Regional Medical Cmd.; Battlefield Health Trauma Ctr.; Public Health Command- th Region; Tri-Service Research Labora- 502nd Air Base Wing; more than 32,000 and civ. personnel; approx. 3,000 acres at Antonio, 28,000 acres at subinstallation p Bullis, 35 miles northwest. DSN: 471- ; (210) 221-1211.

er Reed National Military Medical Cen- MD 20889. Established 2011; consolidated onal Naval Medical Center and Walter d Army Medical Center on the grounds of former NNMC campus in Bethesda, Md.; st military medical center in the U.S.; ter- care destination providing services in more 100 clinics and specialties; approx. 6,900 ; 243 acres; 225 average daily patient cen- (301) 295-4000.

or Reserve Component Training Sites

listing does not include active posts main- ed by the Army primarily for reserve com- ent training; these will be found in the direc-



Fort Sam Houston-Joint Base San Antonio, Texas

tory of active Army installations. Reserve component units also conduct a portion of their annual training on federal posts that are continuously occupied by active Army units. Commercial telephone numbers are for operator assistance at the sites listed; DSN numbers are for military points of contact.

Camp Atterbury Joint Maneuver Training Center, Edinburgh, IN 46124. DSN: 569-2499; (812) 526-1499.

Camp Blanding Joint Training Center, Starke, FL 32091-9703. DSN: 822-3421; (904) 682-3421.

Camp Bowie MTC Light, Brownwood, TX 76801. (512) 782-7362.

U.S. Army Garrison, Fort Buchanan, Puerto Rico 00934. DSN: 740-3400; (787) 707-3400.

Fort Chaffee Maneuver Training Center, Fort Chaffee, AR 72905. (479) 484-2121.

U.S. Army Garrison, Fort Devens, Devens, MA 01434-4424. DSN: 256-2126; (978) 796-2126.

Joint Base McGuire-**Dix**-Lakehurst. See Joint Bases.

Camp Edwards, Mass. Mil. Res., MA 02542-5003. DSN: 557-5885; (508) 968-5885.

Gowen Field, Boise, ID 83705. DSN: 422-5755; (208) 422-5755.

Camp Grayling Joint Maneuver Training Center (Heavy), MI 49739-0001. DSN: 623-3100; (989) 344-6100.

Camp Gruber Training Center Command, Braggs, OK 74423-0029. DSN: 628-6001; (918) 549-6001.

Camp Guernsey Joint Training Center, Guernsey, WY 82214-0399. DSN: 344-7810; (307) 836-7810.

U.S. Army Garrison Fort Hunter Liggett, CA 93928. (831) 386-2505.

Fort Indiantown Gap, Annville, PA 17003-5002. DSN: 491-2000; (717) 861-2000.

Joint Forces Training Base-Los Alamitos, Los Alamitos, CA 90720-5146. DSN: 972-2000; (562) 795-2000.

Fort McCoy, WI 54656-5000. DSN: 280-1110; (608) 388-2222.

Parks Reserve Forces Training Area, CA 94568. (925) 875-4650.

Camp Perry Joint Training Center, Port Clinton, OH 43452. (614) 336-6214.

Fort Pickett-Army National Guard Maneuver Training Center, Blackstone, VA 23824-9000. DSN: 438-8621; (434) 292-8621.

Camp Ravenna Joint Military Training Center, Newton Falls, OH 44444. (614) 336-6660.

Camp Rilea, Warrenton, OR 97146-9711. DSN: 355-4000; (503) 836-4000.

Camp Ripley-Minnesota National Guard Training Center, Little Falls, MN 56345-4173. DSN: 871-3122; (320) 616-3122.

Camp Roberts Maneuver Training Center, San Miguel, CA 93451-5000. DSN: 949-8000; (805) 238-3100.

Robinson Maneuver Training Center, North Little Rock, AR 72199-9600. DSN: 962-5100; (501) 212-5100.

Camp Santiago Joint Maneuver Training Center (Light), Salinas, Puerto Rico 00751. (787) 824-7400.

Camp Shelby Joint Forces Training Center, MS 39407-5500. DSN: 558-2000; (601) 558-2000.

Camp Sherman Joint Training Center, Chillicothe, OH 45601. (614) 336-6460.

Camp Swift MTC Light, Bastrop, TX 78602. (512) 782-7114.

Camp W.G. Williams, Bluffdale, UT 84065-4999. DSN: 766-5400; (801) 878-5400.

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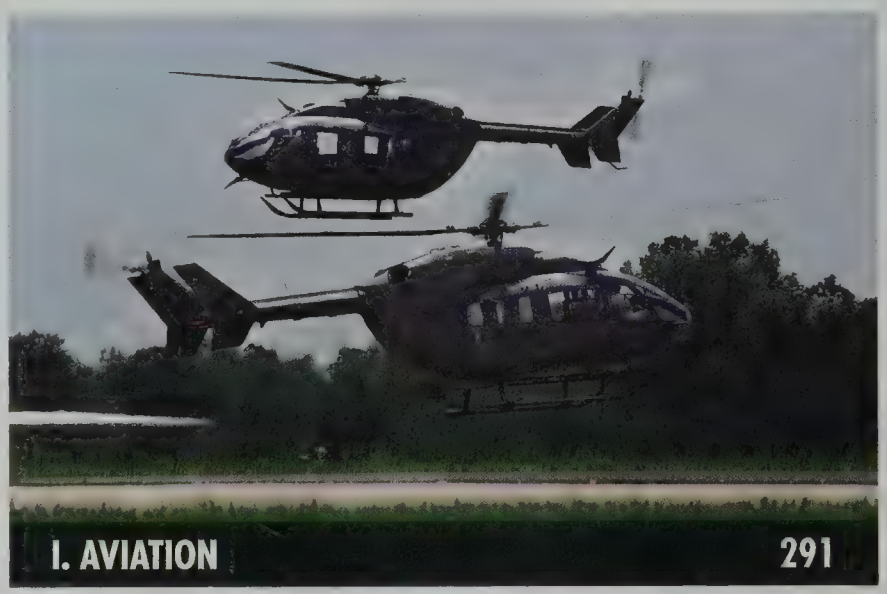
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The 2013–14 ARMY *Green Book* Army Weapons & Equipment directory continues its ongoing transformation in providing a broad look at some of the representative systems supporting today's warfighters. This year's directory includes significant revisions to listings in all sections, reflective of extensive support from service organizations and structures. That support is greatly appreciated.

As in past years, the directory has attempted to balance representative examples of both existing and emerging systems to provide readers with a broad appreciation of warfighter capabilities—today and tomorrow. Comments and suggestions regarding the ongoing transformation of these reference pages are always welcome.



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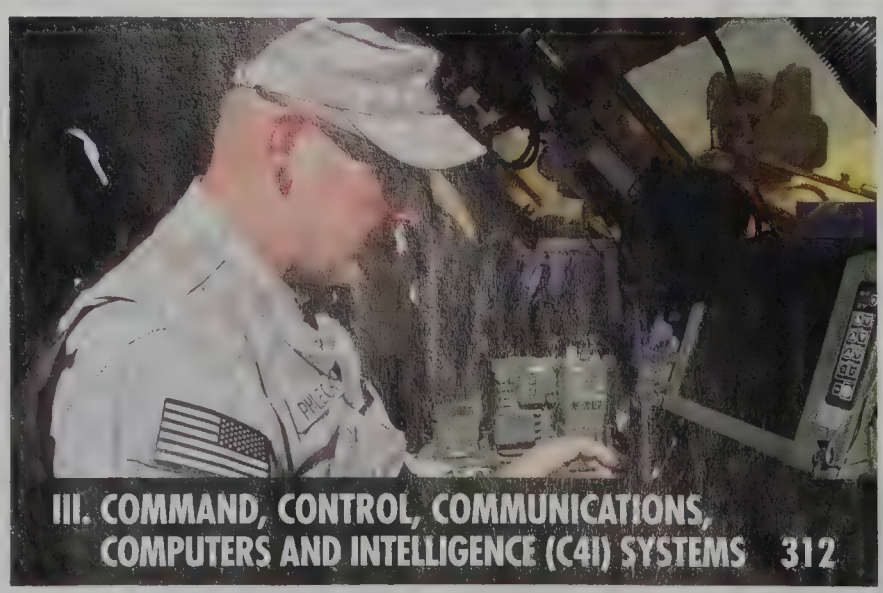
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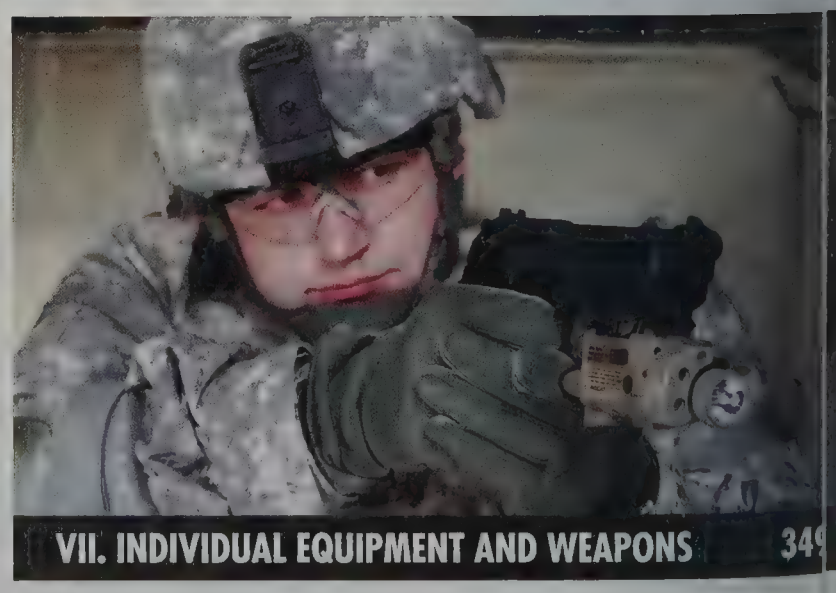
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ary Wing

he **AH-64 Apache Longbow Helicopter** vides day, night and adverse weather at- helicopter capability. The Apache is the ny's primary attack helicopter. It is a ck-reacting, airborne weapon system can fight both close and deep to destroy, upt or delay enemy forces. The three ver- s of the Apache aircraft in today's Army ntory are the AH-64D Longbow Block I Block II and the newest, the AH-64E che.

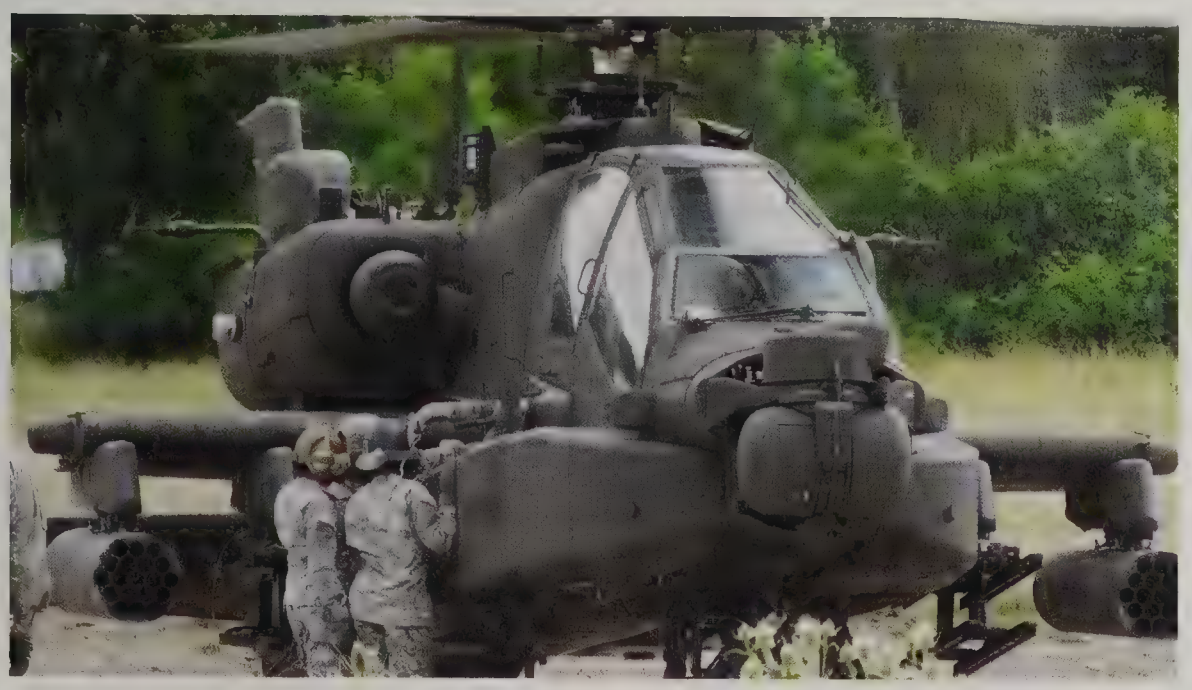
he Apache has a maximum speed of 145 ts. It has a maximum gross weight range 30 nautical miles with range extension ability using internal and external tanks. Apache has a full range of aircraft sur- ability equipment and the ability to nstand hits from rounds up to 23 mm in cal areas. Apache ordnance consists of Hellfire missile (RF/SAL versions), -inch rockets (all versions) and 30 mm n explosive incendiary (HEI) rounds. **AH-64E** also has the capability of level nteroperability (LOI) 4 for manned/un- nned teaming. LOI 4 allows the AH-64E eceive unmanned aerial system (UAS) eo, control the payload of a UAS, and rol the UAS' flight path.

ne original **AH-64A** Apache, which first red service in 1984, was removed from Army inventory. All remaining AH-64A raft were inducted into the AH-64D k II production line.

ne **AH-64D Longbow Block II** is being led through a combination of new pro- tion and remanufacture of AH-64A air- t. The AH-64D incorporates the Long- fire-control radar (FCR), capable of g used day or night, in adverse weather through battlefield obscurants. The -64D consists primarily of the integra- of a mast-mounted millimeter-wave control radar, a radar frequency inter- meter and a radar frequency fire-and- et Hellfire missile. Block II production ed in September.

ne Longbow's digitized target acquisi- system provides automatic detection, tion, classification, prioritizing and et handover. The AH-64D cockpit is esigned to digitize and multiplex all ems. The manpower and personnel in- ation program crew stations have mul- nction displays to reduce crew workload increase effectiveness. The AH-64D pro- s a truly coordinated rapid-fire (16 sep- e targets within one minute) capability ne maneuver force commander on a 24- r basis and in any conditions.

ne newest version of the Apache fleet is **AH-64E Apache**. The AH-64E program its first aircraft delivery in November . The AH-64E program, similar to the vious Apache sustainment programs, update, or remanufacture, existing air-



AH-64D Apache Longbow

craft in the fleet to this more capable version of the Apache Longbow. One major difference in the AH-64E remanufacture line is that new airframes will be added to the production line, which will "zero time" the airframes, greatly reducing maintenance and sustainment costs.

The AH-64E will feature: future modular force connectivity—seamless global information grid communications; Level IV unmanned aircraft system control; increased survivability—extended range sensors and weapons; a cognitive decision aiding system; improved aircraft performance; and reduced operations and support cost and logistics footprint. The first unit to be equipped is the 1st Battalion, 229th Airborne Brigade, Joint Base Lewis-McChord, Wash.

The **OH-58 Kiowa Warrior (KW)** utilizes a thermal imaging system, a low-light television, and a laser rangefinder/designator in a mast-mounted sight situated above the main rotor. The aircraft is equipped with a variety of weapon systems including Hellfire missiles, 2.75-inch rockets and a .50-caliber machine gun. The aircraft operates autonomously at standoff ranges providing armed reconnaissance, command and control, and target acquisition/designation for Apache helicopters and other airborne weapons platforms in day, night and adverse weather conditions. The active Army and the National Guard fly Kiowa Warriors. The **OH-58D KW** was developed in the late 1980s and fielded in 1990. In May 2009, the Army authorized the Armed Scout Helicopter Project Office to begin examining methods to upgrade the aging aircraft.

The **OH-58F Kiowa Warrior Cockpit and Sensor Upgrade Program (CASUP)** is the first designation change since 1990 and updates 1980s equipment with the most current technology available. The CASUP is a platform capable of meeting the Army's armed scout requirement through fiscal year (FY) 2025. The F model Kiowa Warrior capitalizes on nondevelopmental items and systems fielded on other aviation platforms to rapidly install, modify or provide: an advanced nose-mounted sensor, improved cockpit control hardware and software for enhanced situational awareness, three full-color multifunction displays, a dual-redundant digital engine controller for enhanced engine safety, digital inter-cockpit communications, digital Hellfire future upgrades, aircraft survivability equipment upgrades and a redesigned aircraft wiring harness. The OH-58F also weighs significantly less than the OH-58D, allowing commanders more flexibility in adding capabilities such as firepower, endurance and load. Ultimately, pilots and crew members will be able to perform their missions more effectively, more efficiently and more safely.

The Army marked the first flight of the OH-58F in April. Milestone C is scheduled for March 2015, and the first unit equipped is scheduled for 2016.

Utility Helicopters

The **UH-60 Black Hawk** helicopter is the workhorse of Army Aviation with more than 6.5 million hours flown. This platform accounts for more than 49 percent of the Army's annual flying hours. The UH-60 Black Hawk provides the Army with air assault, general support, command and control, and medevac capabilities. It has enhanced the overall mobility of the Army through its dramatic improvements in troop capacity and cargo-lift capability. An entire fully equipped, 11-man infantry squad can be lifted in one aircraft faster and in inclement weather conditions, allowing ground commanders to quickly shift forces to increase battlefield operational tempo to overmatch the enemy's. The Black Hawk can also reposition a 105 mm howitzer, its crew of six and up to 30 rounds of ammunition in a single lift, allowing the rapid massing of overwhelming combat power.

The **HH-60 (Medevac)** configuration meets the need for a medical evacuation platform for tactical, en route patient care and evacuation. The **HH-60M Black Hawk** is in production and serves as the Army's medevac helicopter for the current and future force. It is in line with the Army's modernization strategy, the National Military Strategy and National Defense Strategy.

The **UH-60M** enhances the commander's ability to conduct nonlinear, simultaneous, fully integrated operations to decisively mass the effects of the Army's warfighting assets. The UH/HH-60M configuration provides digital connectivity for enhanced situational awareness and improved lift, range, deployability and survivability to further increase the commander's ability to conduct air assault, general support, command and control, and aeromedical evacuation. The **MH** version supports unique Special Forces roles and missions including a gunship variant identified as the MH-60 Direct Action Penetrator.

The **UH-72A Lakota** is the newest helicopter to enter service with the Army. In 2006, the Light Utility Program competition selected the UH-72A Lakota as the winner. It is the primary replacement aircraft for the OH-58A/C and UH-1H in the active Army and the Army National Guard. The fielding of the UH-72A also enabled a number of UH-60 Black Hawks to return to the warfight. Currently, more than 260 aircraft have been produced, delivered and fielded to the Army. In fiscal year (FY) 2014, the last aircraft will be placed on contract for delivery in FY 2015.

The UH-72A Lakota supports a wide variety of missions across the Army, such as air movement, aerial sustainment, support to test activities, support to training centers and medical evacuation. It supports federal and state domestic operations including homeland security, command and control, disaster relief, counterdrug and medevac. Besides the standard configuration, there are four mission equipment packages (MEPs) to enhance the capabilities of the Lakota. These are the Security and Support (S&S) MEP for the Army National Guard, the Combat Training Center (CTC) MEP, VIP MEP, and Medevac MEP.

The UH-72A Lakota will be fielded in 42 states supporting the active Army and Army National Guard. The aircraft is now widely distributed across the globe, in Kwajalein, Puerto Rico, the Virgin Islands, Germany and, soon, Guam. The fleet has already flown more than 155,000 flight hours with operational availability rates higher than 90 percent. The UH-72A Lakota has supported operations including the Deepwater Horizon spill cleanup, the Haiti earthquake response, the Oklahoma tornado relief efforts and the Hurricane Sandy cleanup as well as U.S. Customs and Border Protection on the Southwest U.S. border.

The UH-72A Lakota is unique in that it is built and maintained in accordance with Federal Aviation Administration (FAA) standards and uses contractor logistics support for its maintenance. Active Army units receive full contractor logistics support, while the Army National Guard has implemented a hybrid system that allows soldiers to conduct field-level maintenance. The program also utilizes contractor-provided new equipment training, allowing the aircraft to enter service quickly. The UH-72A program has met all its cost, schedule and performance goals.

The **CH-47F Improved Cargo Helicopter (ICH)** is in full rate production. The CH-47F ICH is procured through both new-build and remanufactured processes. Boeing's CH-47F helicopter features a newly designed, modernized airframe, a Rockwell Collins common avionics architecture system cockpit and a BAE digital advanced flight control system. The advanced av ics provide improved situational aware for flight crews with an advanced di map display and a data transfer system allows storing of preflight and mis data. Improved survivability features clude common missile warning and proved countermeasure dispenser syste

Powered by two 4,868-horsepower H eywell engines, the new CH-47F can r speeds greater than 175 mph and trans payloads weighing more than 21 pounds. The CH-47F with the Rober Aviation extended-range fuel system h mission radius greater than 400 miles.

First unit fielding of the CH-47F bega July 2007. To date, the project office fielded and equipped 12 active units four National Guard units.



UH-72A Lakota

Aviation Systems

Army air traffic services provide A aviation the assets required to ensure sa and survivability on the modern battlef **Tactical Air Traffic Control (ATC)** supp air and land component commanders' u tomated-airspace command-and-cor requirements and ATC for aircraft op ing in terminal and rear operation a through tactical communications, rad towers, and airspace systems. In turna traffic services support enables fixed-l facilities and platforms, a function that gates risks to Army aircraft operating Army airfields worldwide.

To meet these needs, the Office of Product Manager for Air Traffic Co Systems (PM ATC) manages the mod ization of tactical and nontactical equipment. Major tactical ATC progr include the air traffic navigation, inte tion and control system (ATNAVICS), tactical airspace integration system (TA the tactical terminal control system and mobile tower system (MOTS).

The **AN/TPN-31 Air Traffic Navigat Integration and Coordination System NAVICS)** is a Humvee-mounted, sur able radar system that contains a hig mobile tactical area surveillance and p sion-approach air traffic control syste has replaced the technologically obs and unsupportable landing control ce (AN/TSQ-71B). The new system pro expeditious air traffic flow, permitting tinuous unimpeded operations, and vides area navigational assistance. It integrates air traffic during joint/comb operations and coordinates air move within selected terminal controlled airs areas. The ATNAVICS facilitates the handling of terminal air traffic in vi flight rules (VFR) and instrument f rules (IFR) conditions, providing preci approach capabilities, and can now int gate all identification friend or foe modes and mode 5. All components o system can be loaded onto a single C



AN/TPN-31 Air Traffic Navigation, Integration and Coordination System

raft or sling-loaded by a CH-47 for de-
yment to any location.

he **AN/TSQ-221 Tactical Airspace Inte-
ion System (TAIS)** is a tactically mobile
strategically deployable system incorpo-
ng a Humvee prime mover with a stan-
d Army rigid walled shelter containing
mission equipment and radio suite. The
**/FSQ-211 TAIS Airspace Workstation
/S)** is a transportable, small form factor
puter running Microsoft Windows, the
rosoft Office suite and the TAIS mission
lication. The TAIS software in both vari-
provides a digitized warfighting appli-
cation within the Army Mission Command system (AMCS) system of systems. TAIS and TAIS AWS are utilized in all theaters across the range of military operations and make up the U.S. Army's program of record for both airspace command and control (AC2) and tactical en route air traffic services (ATS) requirements. Either variant can develop Army requests for airspace, deconflict combat airspace and airspace users, and interface with joint airspace management systems through the theater air ground system (TAGS). This provides a direct interface to the joint force air component commander/airspace control authority through the joint theater battle management core system. TAIS and TAIS AWS provide automated AC2 and coordinated use of battlefield airspace for the purpose of supporting force operations, enhancing force projection and facilitating freedom of maneuver in the airspace, while minimizing fratricide through precise Mission Command synchronization and deconfliction capabilities in four dimensions. The AN/TSQ-221 TAIS also supports non-automated airspace users and aircraft through voice and manual interfaces.

The latest version of TAIS software resident in both the TAIS and TAIS AWS also provides a Web-based, network-centric, thin-client application—called the dynamic airspace collaboration tool (DACT)—that provides AC2 collaboration and 3-D visualization capability for non-TAIS users via a Java Web applet. This extends elements of TAIS functionality to other Army users, and joint and coalition partners on shared mission networks, without the need for these other users to have a TAIS AWS. The DACT allows all airspace stakeholders to rapidly and accurately collaborate on airspace requests in real time. For example, an Army brigade combat team can use its TAIS AWS to collaborate with a Marine Corps airspace agency and an Air Force airspace agency using the DACT to expedite dynamic re-



tasking of assets across service boundaries.

TAIS is evolving as part of the Army's common operating environment (COE), an approved set of computing technologies and standards that enable secure and interoperable applications to be developed and executed across a variety of computing environments. TAIS DACT and AC2 capabilities reside in the command post computing environment (CPCE) of COE. New functionality will include Web applications, or widgets, for the DACT and AC2 services that can reside on a server stack such as the Mission Command server. This capability will enable the continuous ability to access, manipulate, manage and share airspace information across the operational environment without the need for unique hardware dedicated to this role.



AN/TSQ-198 Tactical Terminal Control System

The **AN/MSQ-135 Mobile Tower System (MOTS)** is a mobile air traffic control tower designed to quickly establish air traffic services during the initial phases of deployment and sustain those services throughout operations and redeployment. It will provide terminal ATC services for selected high-traffic landing areas in the echelon above corps and division areas. It will replace existing AN/TSQ-70A and AN/TSW-7A. The MOTS will be self deployable or can be airlifted by C-17 aircraft.

The MOTS uses three vehicles with trailers. The prime mover, an up-armored M1083A1P2 medium tactical vehicle cargo truck, will transport the MOTS shelter and serve as the shelter's platform. It will also tow the generators required to provide organic power to the MOTS. Two M1165 Humvees will tow the MOTS organic airfield lighting system (ALS), including the ALS cables and generator. The ALS light internal batteries can be powered via solar or generator power, although use of generator power requires the cables to be connected to the lights. The prime mover and secondary vehicles will be deployed with the MOTS, and none will be modified for integration as part of the MOTS.

MOTS will provide numerous services, including sequencing and separating arriving and departing aircraft, coordinating instrument meteorological condition recovery of aircraft, coordinating in-flight emergencies, and search and rescue (including combat missions).

In peacetime, the MOTS will support Army air traffic services training requirements and aviation units during tactical field training exercises, along with supporting other agencies, host nations, joint services and other Army missions. The tactical ATC systems are derivatives of commercial off-the-shelf technologies or derivatives of other military systems. By using this p proach, the PM ATC has maximized th fectiveness and efficiency of funding cated to the air traffic equipment inven modernization.



AN/MSQ-135 Mobile Tower System

The **AN/TSQ-198 Tactical Terminal trol System (TTCS)** is a rapid-deploy tactical air traffic control communica system that provides enhanced ATS com nications support to aviation assets conc ing reconnaissance, maneuver, medical e uation, logistics and intelligence operat across the battlefield. The AN/TSQ 198 pability consists of an M998 Humvee M1101 high mobility trailer (HMT) wit following communication capabilities: s lite communication (SATCOM), ultra frequency (UHF) and very high freque (VHF) amplitude modulation (AM), frequency (HF), single-channel ground airborne radio system (SINCGARS), th fense advanced global positioning sy (GPS) receiver (DAGR), and the preci lightweight GPS receiver (PLGR). The TSQ 198B capability includes an M Humvee/M1165A1 with B3 armor kit an M1101/M1102 HMT with UHF/ VHF/AM, SINCGARS, SATCOM, HF, GR and PLGR communication systems.

Aviation Networks and Mission Planning

The **Product Director for Aviation works and Mission Planning (ANMP)** vides the Army aviation community state-of-the-art interoperability and mis planning tools that enhance aviators' si tional awareness, command and con and safety. These products are develo deployed, sustained and refreshed to current with changing technologies an vances in hardware and software to en mission success.

The **Improved Data Modem (IDM** the common solution for digitizing A Aviation. The IDM performs as an Int controller and gateway to the tactical I

and fire support Internet for aviation forms. The IDM remains a dynamically ving product to facilitate a digital trans- sion network for the sharing of situa- al awareness and tactical data among digitized Army, joint and coalition avia- partners. The IDM serves as the crucial rface between platform mission com- ers and radios, supporting legacy very frequency (VHF) and ultra high fre- ncy (UHF) radios and Blue Force ker, with efforts under way to enable re interface with Blue Force Tracker 2. single line-replaceable unit (LRU) that orms communication modulation/de- lulation, database processing and mes- processing functions for digitized y Aviation, the IDM presents a multi- approach to command and control in actical environment.

ne Aviation Mission Planning System IPS) is a mission planning and battle chronization tool that automates avia- mission planning tasks, including tacti- command and control, rehearsal, and t planning. Interoperable with Army sion Command systems (AMCS) and ciated networks, AMPS furnishes the tion commander with continuous situ- nal awareness, allowing for rapid ad- ment and dissemination of mission s. AMPS products enable communica- , navigation, pilot situational aware- ness and weapons systems on Army air- craft, including the AH-64D/E, CH-47D/F, OH-58D, UH-60A/L/M/Q, HH-60L/M and unmanned aircraft systems.

AMPS hosts the portable flight planning software (PFPS), which allows the war- fighter to consolidate and load an aircraft with navigation, environmental, perfor- mance and threat data. A significantly up- dated version of PFPS named Execution Planner, or X-Plan, is in the final stages of development and expected to be released in FY 2014. A joint developmental effort be- tween PEO Aviation, Special Operations Command and the U.S. Air Force A2U, X- Plan provides enhanced capabilities, im- proved workflow and integration, and a Microsoft Office 10 look and feel.

The **Centralized Aviation Flight Records System (CAFRS)** provides management of aviation flight records through a central- ized, fully automated, globally accessible and secure system. CAFRS provides com- manders easy access to essential aviation information for training assessments and risk management, while records are stored in a safe and secure digital environment. In addition, senior level leadership can access aviation flight records information to assist in resource, readiness and personnel man- agement decisions.

Composed of three tiers, CAFRS provides seamless and redundant flight records stor- age. The first tier, called the CAFRS enter- prise server, stores and consolidates all Army aviation personnel, flight and train- ing record data provided through the lower tiers. CAFRS data collection points (CD- CPs) make up the second tier and operate as CAFRS clients to support aviation flight and training records management. CDCPs also perform the critical task of synchro- nizing data with the central database. The third and lowest tier of the CAFRS system, known as the CAFRS client, operates mostly at platoon, company and battalion levels, or any level at which Army aviation personnel and their flight record data need to be managed.

Aviation Ground Support Equipment

The **Aviation Ground Support Equip- ment (AGSE)** Product Management Office (PMO) is the life-cycle manager for all com- mon AGSE utilized within Army Aviation. The AGSE team enables soldiers to conduct aviation maintenance in the field and im- prove aviation readiness. Its mission in- cludes the development and fielding of new equipment, sustaining and modernizing legacy equipment, and the reset and repair of equipment from units returning from combat. This cycle of fielding, modernizing and repair is supported by a continuous dia- logue with users and a partnership with combat developers in the U.S. Army Train-

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ing and Doctrine Command Program Office-Aviation Brigades, Fort Rucker, Ala., to ensure the program meets soldiers' needs.

The AGSE Product Office supports nearly 20 acquisition category (ACAT) III programs consisting of 52 line-item numbers and more than 33,000 separate components used to support every level of aviation maintenance, from the crew chief on the flight line to depot-level repairs. Its mission is to provide reliable and maintainable AGSE that enables and improves operational readiness. Its goal is to provide the right tools at the right time in the right place to support soldiers.

In the fourth quarter of FY 2012, the office completed fielding more than 600 **Standard Aircraft Towing Systems (SATS)** to active Army, National Guard and Army Reserve aviation units. The fielding, including new equipment training for both operators and maintainers, was completed a year ahead of schedule. SATS components are provisions and available, via funded requisition, through the military supply system. SATS began as an Army-only program and made the transition to a joint service program when the U.S. Coast Guard purchased 95 units in 2012.

The SATS **Crew Protection System (CPS)**, a rigid, rollover-protected enclosure providing environmental protection, windshield wipers, dome light, adjustable fan and heater, was integrated into the production line after unit 274; all 274 will have the CPS by the end of this calendar year.

The **Shop Equipment Contract Maintenance (SECM)** vehicle can transport a crew of three with mission-essential equipment, expendable supplies, spares and repair parts to repair or recover downed rotary-wing aircraft whenever required on the battlefield. The team is then able to return the aircraft to flight, allow a one-time flight to a repair facility, or right the aircraft for recovery, avoiding destruction or capture. The aviation SECM provides this fix-forward maintenance capability by using a light/medium tactical vehicle with modified storage racks, added power inverter, portable lighting and an air compressor to support maintenance tasks using power and pneumatic tools during day and night operations. The SECM, produced at Red River Army Depot, Ark., is in fielding. All active Army combat aviation brigades are scheduled to receive their SECM by the end of the current calendar year.

The **Common Aviation Tool Systems (CATS)** is a tool set and container modernization of the existing new aviation tool system. AGSE initiated the CATS program to capitalize on technological advancements and enhancements within tool kits, ensuring aviation maintainers are provided



with the most modern tools. To that end, CATS will include aerospace standard- and industrial-quality tools. Designed to support the Army's two-level maintenance concept, CATS is scheduled to begin fielding in the first quarter of FY 2014.

The **Aviation Ground Power Unit (AGPU)** supports all Army rotary-wing aircraft in forward-deployed areas where commercial sources of electrical, hydraulic or pneumatic power are not available. In March 2012, the Army approved the requirement for the AGPU Increment II. As the acquisition strategy for the more modular and maneuverable AGPU of the future, the AGSE has partnered with Letterkenny Army Depot, Pa., to build 200 E-model AGPUs. These AGPUs will fill critical shortages



Unit Maintenance Aerial Recovery Kit

across Army Aviation; 73 have comp e fielding.

The **Aviation Light Utility Mobile M tenance Cart (ALUMMC)** is schedule begin fielding in the second quarter o 2015. The ALUMMC will provide A aviation units with a standardized, lo cally sustainable, lightweight, all-te maintenance cart capable of transpo personnel, tools, test equipment and s cargo across the flight line expeditio and safely.

The **Unit Maintenance Aerial Reco Kit (UMARK)** is a set of slings, shac fixtures and ancillary equipment that r vides the aviation support company the aviation maintenance company ability to quickly rig disabled aircraft evacuation. The current UMARK w only when the main rotor hub, trans sion and structural integrity of the at ment and lifting points are not com mised. Understanding that on toc battlefield many downed aircraft su damage to critical systems, and the t tional lifting points are often compro during a hard landing, the AGSE te upgrading the UMARK to include capability to rig and recover the mor verely damaged aircraft as well as s unmanned aerial systems.

The **Battle Damage Assessment an pair (BDAR) System** is a transportable expeditious means to assess combat age, defer repair or repair Army helico in a battlefield environment. The B System provides a capability for temp or permanent repairs to combat-dam helicopters. Quick-fix materials and e ment include repair kits for the elec systems, fuel cells and fluid lines. The posite repair kit is being integrated wit existing BDAR and provides additio pability to repair secondary, and som

y, composite structures. As of May, 295 54 BDAR composite repair kits were ed.

ne **Aviation Intermediate Maintenance p Set (AVIM SS) Modernized** complex mposed of 10 Class VII specialized p sets in new or refurbished one-sided ndable (OSE) International Standard- on Organization (ISO) 20-foot shelters. complex provides an easily trans- able and modular maintenance capabil- n aviation support companies. The ernization effort adds improved aero- e standard tools that allow units to pro- logistic and maintenance support op- ons across the full spectrum of military ations and Army aviation platforms. ecially noteworthy is the composite p set modernization effort. The compos- hop set added specialized tools to make posite material repairs. These tools in- e hot-bonders and heat blankets for ele- d temperature cures, thermocouples, a mocouple welder, vacuum tools, a ndraft table, and carbon fiber and fiber- s repair materiel. Eight of the 45 shop omplexes are modernized; the remain- of the fleet will be completed by early 015.

ne **Modernized Maintenance Platform** provide the same stable work platform e B1 and B4 maintenance stands in use, e elevating to a height of 12 feet to tate Army rotorcraft maintenance ac- es. The modernized platform will be portable on a 463L pallet inside a CH- a C-130, more maneuverable than the nd B4 versions and more stable on nproved surfaces. The schedule is to be- ielding in FY 2014.

January 2012, AGSE received approval sign several critical assets permanently ghanistan to support units. This **AGSE ater Provided Equipment (TPE)** in- es SATS, APGUs, generic aircraft nitro- generators, aviation unit maintenance 2 shop sets and the AVIM shop sets. TPE serves two primary purposes: al- te time and effort associated with units ing and shipping critical systems, and ficantly reduce inter- and intratheater ping costs, loss, and damage during nd transportation. As of January, all et quantities were on hand, and the pment is now maintained by CAB and ter Aviation Sustainment Maintenance p personnel. This TPE strategy is ex- ed to save the U.S. Army more than $22 on.

ation Mission Equipment—mmunications, Navigation and veillance

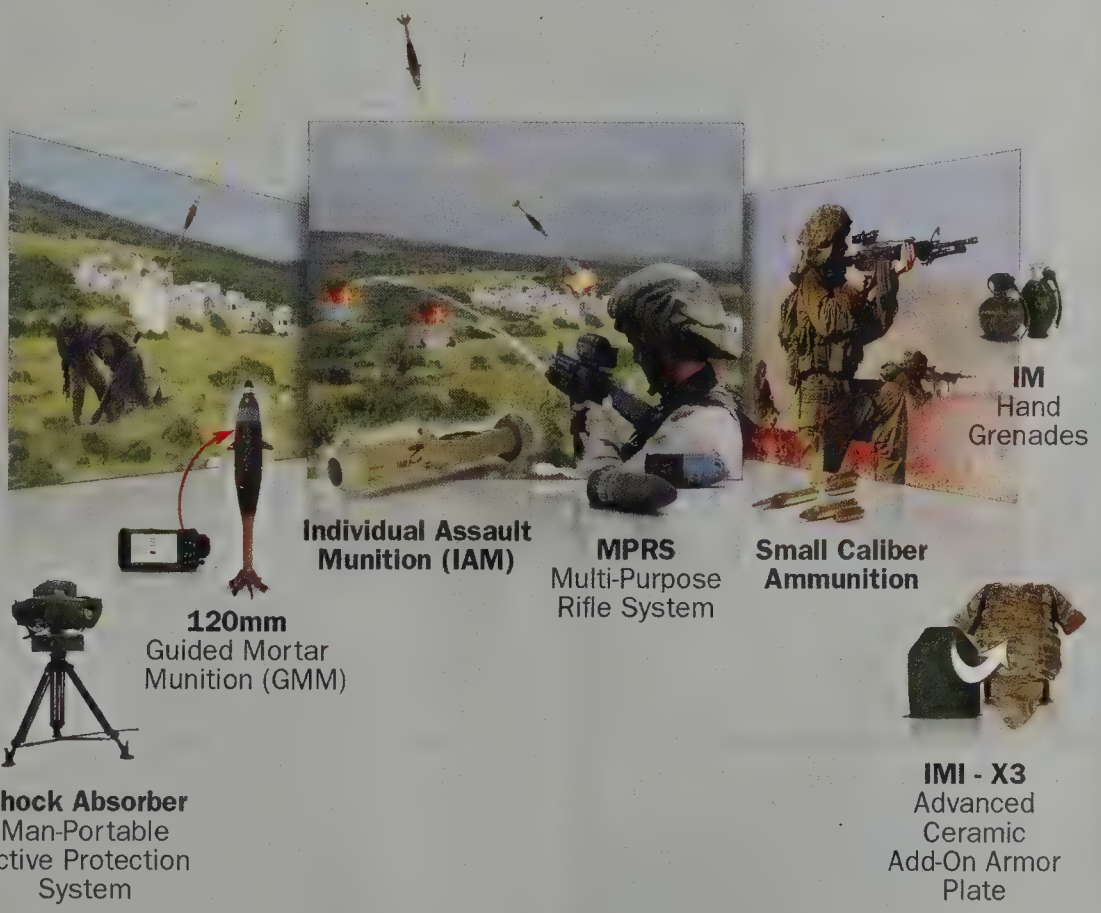
l Army aircraft require communica- , navigation and surveillance (CNS) pment to effectively and safely operate oth civil and military airspace. The uct Manager for Aviation Mission Equipment (PM AME) is responsible for providing the common CNS equipment that meets the full range of Army aviation requirements, from FAA and International Civil Aviation Organization (ICAO) mandates required to fly in commercial airspace to tactical, secure CNS capabilities that enable Army Aviation to be effective in combat operations.

PM AME product lines include the AN/ARC-231 and AN/ARC-220 radio communications systems, the AN/ASN-128D and embedded global positioning system (GPS) inertial (EGI) navigation systems, and the AN/APX-118 and AN/APX-123 transponder surveillance systems. Blue Force Tracker-Aviation (BFT-A), a recent addition to AME responsibilities, is a suite of systems that work in concert to provide near-real-time situational awareness and command-and-control (C2) information. PM AME also has the responsibility for integrating joint tactical radio systems (JTRS) into all aviation manned and unmanned platforms.

Communication Systems

The **ARC-231** provides multiband, multimode, secure antijam voice and satellite communications capability, enabling long-range and beyond-line-of-sight communications in extreme terrain conditions. It replaces legacy ARC-164 and ARC-186 radios. The ARC-231 also satisfies a global air

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ARC-201D Tactical Airborne Radio

Exelis

traffic management requirement for voice radios to operate at 8.33 kilohertz (kHz) channel spacing, driven by VHF amplitude modulation frequency congestion in Europe. Efforts are under way to integrate the next-generation military satellite communications system, the mobile user objective system capability, into the radio.

The **AN/ARC-220 High Frequency (HF) radio** and its AN/VRC-100 ground counterpart provide non-line-of-sight communications for Army aircraft and are installed on the majority of aviation rotary-wing platforms. It provides communications while operating at nap-of-the-earth (NOE) altitudes and at ranges beyond the tactical UHF and VHF radios. HF is the only aviation alternative for NLOS operations if satellite communication is compromised or lost.

The **ARC-201D Tactical Airborne Radio** subsystem provides secure, anti-jam voice and data communications. The single-channel ground and airborne radio system (SINCGARS) uses 25 kHz channels in the VHF FM band, from 30 to 88 megahertz. It has single-frequency and frequency hopping modes.

The **Joint Tactical Radio System (JTRS)** integration program installs and qualifies JTRS radios into both manned and unmanned platforms. Efforts are under way to integrate two-channel radio being developed by Program Manager Airborne Maritime and Fixed Radio Systems (PM AMF) into the AH-64E Apache, Black Hawk, Chinook, OH-58F, Special Operations and Gray Eagle unmanned aircraft. The Apache aircraft will be integrated with the Link 16 tactical data link, wideband networking waveform (WNW), soldier radio waveform (SRW) and SINCGARS, while the Black Hawk, Chinook, OH-58F, Special Operations and Gray Eagle unmanned aircraft will be integrated with only WNW, SRW and SINCGARS. In addition, the Shadow unmanned aircraft system is being integrated with a small form-factor B radio set being developed by Program Manager Handheld, Manpack and Small Form Factor (PM HMS).

Navigation Systems

The **AN/ASN-128D Doppler GPS Navigation System (DGNS)** provides a combined GPS and doppler navigation capability and protects the GPS signal through the selective availability anti-spoofing module. The AN/ASN-128D is Instrument Flight Rules (IFR)-compliant and is certified for use of GPS as a supplementary means of navigation for en route, terminal and non-precision approaches. PM AME is working on an upgrade to the AN/ASN-128D to obtain certification for use of GPS as a primary means of navigation and automated dependent surveillance broadcast (ADS-B) position sensor support.

The **Embedded GPS Inertial (EGI) Navigation System** is an Air Force-led, tri-service program that provides an integrated IFR-compliant position and attitude solution for aircraft equipped with a MIL-STD 1553 digital data bus. The EGI provides precise location to the aircraft fire-control computer or integrated system processor for processing targeting information/sensor pre-pointing. The EGI is currently being upgraded for GPS as a primary means of navigation, wide-area augmentation system, and ADS-B out position sensor support.

Surveillance

The **Common Transponder Program (CXP)** is a family of transponders that includes the AN/APX-118 and AN/APX-123 transponders, incorporating the advanced features required in today's global military and civil air traffic environments.

The **APX-118 Identification Friend or Foe (IFF) Transponder** provides commercial modes 1, 2, 3/A, C, military mode 4 and mode S. The incorporation of mode S supports the GATM requirement for flight in European airspace. It has embed communication security, eliminating need for the external KIT-1C crypto dev

The **APX-123 Next-Generation A Aviation Transponder** performs all modes of the APX-118 and adds the mode 5 IFF capability. It has improved cryption, National Security Agency a tamper provisions and M5L2 squitter c bility; it enables identification of clo spaced aircraft; and it is designed for no terference with civilian air traffic con Efforts are under way to upgrade the A 123 to meet the FAA-mandated autom dependent surveillance broadcast cap ity, which provides a cooperative posi direction and velocity squitter report airspace managers.

In addition, an SFF transponder is b developed for the Shadow unmanned craft system. The SFF will perform all o modes performed by the APX-123 and use an external cryptographic compute

Blue Force Tracker-Aviation

Blue Force Tracker-Aviation (BFT-A) came part of PEO Aviation, PM Avia Systems, Aviation Mission Equipmer October 2012. The system includes integration of onboard computers, gl positioning equipment and communica systems that work in concert to pro near-real-time situational awareness command-and-control information aircraft directly to tactical-level forces. A is part of the L-band satellite network operates beyond line of sight. This syste used extensively in Army, Navy and Ma Corps helicopters, including the MV-22, is used by several U.S. federal agencies international partners. BFT-A is evolvir BFT2 with type 1 encryption, keeping with ground forces. BFT2 will reduce lat over BFT1, providing greater situati awareness and common operating pic resolution at full duplex rates and 10 t improved bandwidth.

Fixed-Base Programs

The major fixed-base air traffic co (ATC) programs include the National space System (NAS) modernization grams: the digital airspace surveill radar, the DoD advanced automation tem, the voice communications switc system and the fixed-base precision proach radar (FBPAR).

The **AN/GPN-30 Digital Airspace veillance Radar (DASR)** is a new ter air traffic control radar system that rep current analog systems with new di technology. DASR will replace the Ar AN/FPN-66A on a one-for-one basis. also being considered for use at other tions where airport surveillance radar bility will be lost when the AN/FPN are decommissioned. These older ra some as old as 20 years, are being rep

mprove reliability, provide additional ıther data, reduce maintenance cost, im- ve performance and provide digital data ıew digital automation systems for pre- tation on air traffic controller displays.

ılso under the DoD NAS procurement ort is the **AN/FSQ-204 DoD Digital Ad- ced Automation System (DAAS) Pre- nned Product Improvement**. This is D's version of the FAA's standard ter- ıal automation replacement system ARS). DAAS/STARS replaces the auto- ed radar terminal system and other ca- ity-constrained, older terminal automa- systems in approach control facilities associated towers. Controllers provid- ATC services to aircraft in the terminal as will use DAAS. Typical terminal ATC vices include separating and sequencing traffic, disseminating traffic alerts and ather advisories, and radar vectoring ving and departing air traffic. Product nager for Air Traffic Control plans to ofit the currently fielded DAAS with processors and data communications ipment that will enable Army ATC to ticipate in the FAA's next-generation C efforts.

he **Radio Replacement Program** con- s of more than 3,000 CM300 radios that nply with new frequency spectrum re- rements in Europe and the United States. se radios will be installed at Army air- ds to replace aging analog radios.

he **Army Airfield Automation Systems AAS)** is another DoD NAS procurement rt to incorporate weather information other air traffic control information into ny ATC facilities. This program up- des existing ATIS capabilities and con- dates numerous airfield information ter- als into a single display monitor.

he Army **AN/FPN-67 Fixed-Base Preci- n Approach Radar (FBPAR) System** vides capabilities for air traffic separa- , final approach course monitoring, cision and nonprecision approach guid- e, and instrument meteorological condi- s recovery operations for aircraft oper- g in Army-controlled airspace or at



C-26 Fairchild Metroliner

Army terminal airfields. The FBPAR replaces the AN/FPN-40 fixed-base radar being used by fixed-base ATC facilities worldwide. This radar is a modification of the precision-approach radar portion of the ATNAVICS (AN/TPN-31) tactical radar system. Once installed, FBPAR will become a permanent component of nontactical Army airfields throughout the world. For the past several years, PM ATC has made significant contributions toward the modernization of Army air traffic control systems and air traffic control equipment. Nevertheless, a significant amount of aging air traffic services and ATC equipment remain in the inventory.

Fixed Wing

The Army uses a variety of fixed-wing assets to support multiple mission sets, including transport (operational support airlift); VIP/special air mission; intelligence, surveillance and reconnaissance (ISR); and training and test; and it is currently assessing and integrating quick reaction capability (QRC) aircraft.

The transport aircraft fleet includes the **C-12**, **C-26**, **UC-35**, **C-20**, **C-37** and **C-23** aircraft.

The **C-12 Beechcraft King Air** serves as the Army's short-range utility aircraft designed to fill air transportation requirements out to 1,800 nautical miles (NM). The nondevelopmental aircraft platform provides an efficient, all-weather transport for commanders, staff, and low-volume, high-priority parts and equipment.

The **C-26 Fairchild Metroliner** provides a cost-effective carrier for high-volume travel routes. The aircraft has a range of 2,040 NM and can also be used for cargo movement or medical evacuation. The entire C-26 fleet has recently been upgraded with a modernized digital cockpit, terrain avoidance warning system, traffic collision avoidance system, and other upgraded systems to enhance safety and ensure compliance with next-generation requirements.

The **UC-35A Cessna Citation Ultra/UC-35B Encore** is an efficient, medium-range (800 to 1,800 NM), all-weather airplane that transports commanders and staffs so they can perform command, liaison, administra-

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C-23 Sherpa

tion and inspection duties. This aircraft is also used for the movement of high-priority personnel and cargo.

The Army's **C-20** and **C-37 Gulfstream Executive Transport Jets** belong to the Priority Air Transport Command. These jets provide global transport and secure command-and-control systems to senior leaders from the DoD and Department of the Army, commanders, and other high-ranking government officials for flights up to 5,000 NM.

The **C-23 Sherpa** provides troop and equipment transport, airdrop, and medical evacuation capability. It is designed for up to 30 passengers or 7,280 pounds of cargo, and it has range capability of up to 1,030 NM. The C-23 is tentatively scheduled for divestment in FY 2014.

The Army's **aerial ISR/special electronic mission aircraft (SEMA)** fleet is configured to provide timely, accurate and actionable tactical intelligence across the operational spectrum. The SEMA fleet includes the **RC-12 GR/CS**, **EO-5 Airborne Reconnaissance Low (ARL)**, and **Enhanced Medium Altitude Reconnaissance and Surveillance System (EMARSS)** programs, as well as the following QRC programs: **Highlighter**, **Saturn Arch**, **Desert Owl**, **Vehicle and Dismount Exploitation Radar (VADER)**, **Medium Altitude Reconnaissance and Surveillance System (MARSS)**, **Constant Hawk**, and **Tactical Operations (TACOP)**. In March, the Vice Chief of Staff of the Army validated the RC-12 GR/CS, the EO-5 ARL, and the MC-12S EMARSS systems as enduring, long-term capability requirements to remain within the Army's aerial ISR base force structure.

The **RC-12 Beechcraft King Air Guardrail/Common Sensor (GR/CS)** system provides standoff communications intelligence, electronics intelligence and actionable signals intelligence support to ground maneuver commanders. The enduring GR/CS platform will be configured as the RC-12X.

The **EO-5 DeHavilland Dash 7 ARL** system carries an effective mission equipment package combining both communications intelligence and electro-optical/infrared (EO/IR), full motion video (FMV) imagery capability. The ARL's program requirements are being updated by U.S. Army Training and Doctrine Command (TRADOC) in a capabilities production document that solidifies the baseline configuration and outlines future increments that leverage advances in sensor technologies.

The **MC-12S Beechcraft King Air 350ER EMARSS** is a multi-intelligence platform with EO/IR, FMV and other special purpose sensors. This enduring ISR capability is an ACAT II acquisition program of record that combines new production aircraft with existing multi-intelligence configured platforms. The multi-intelligence platforms are QRC programs that have demonstrated intelligence gathering capabilities in direct support of deployed ground maneuver commanders. The program is in the engineering manufacturing development phase and scheduled for a Milestone C decision in late FY 2014.

In October 2011, the Army Acquisition Executive directed PEO Aviation to assume lead responsibility for the management of all Army fixed-wing aircraft. As a result, the Fixed Wing Project Office (FW PO) assumed the task of transitioning multiple QRC fixed-wing ISR systems from multiple organizations and agencies to the FW PO. The following programs were QRC capabilities developed to provide ground maneuver commanders with intelligence gathering assets using various state-of-the-art capabilities throughout the Iraq and Afghanistan theaters. They are now operating under airworthiness cognizance and under the management of the Product Manager Fixed Wing SEMA.

This set of SEMA QRC programs provides counter-improvised explosive de capabilities: the Highlighter Beechcraft K Air, the Saturn Arch DHC-8 and the De Owl DHC-8.

This set of SEMA QRC programs p vides advanced multi-intelligence capa ties: the MARSS Beechcraft King Air DeHavilland Dash 7, the Constant Ha Beechcraft King Air, the TACOP Beech King Air, the VADER Beechcraft King 350ER and DHC-6 Twin Otter.

Most recently, in response to Departm of the Army (DA) direction for centrali management of all manned Army fi wing aircraft, the Mission Support Air Directorate now oversees C-12 and B King Air, SA 227 Metroliner (SA 227) 23A, C-41A, UV-20A, T-34, UV-18A C-31A and Gulfstream III aircraft.

C-12 Beechcraft King Air, C-23A Sh Brothers Sherpa, C-208 Cessna Caravan 34 Beechcraft Mentor and UV-18A DeHa land DHC-6 aircraft support Army rese and development activities, most notabl the test and evaluation and sensor deve ment arenas. C-12 Beechcraft King Air craft support TRADOC's Aviation Ce of Excellence multi-engine aircraft qua cation course at Fort Rucker, Ala.

Other Aircraft Support

The **SA 227 Metroliner** and the **C-**
Gulfstream III aircraft support the
Army Corps of Engineers, providing e
ditious and reliable transportation for
supervision and inspection of construc
areas and facilities, flood control, and r
igation operations; and rapid respons
emergency situations such as floods, hu
canes, tornadoes, earthquakes and o
natural disasters. The SA 227 is also u
for personnel transport services at the
gan Test Center on Kwajalein Atoll in
port of Space and Missile Defense C
mand.

Two **Cessna 182** aircraft are used by
U.S. Military Academy as educational t
for mechanical engineering cadets wit
aerospace subdiscipline. The aircraft
part of a mandatory flight laboratory
gram, providing students firsthand ex
ence in the concepts of aeronautics fl
envelopes.

The **UV-18 DeHavilland DHC-6 T**
Otter is a twin-engine turboprop, s
takeoff and landing, light utility aircraft
marily used for local and off-site tan
and competition team parachute mis
support for the Army parachute team.
UV-18 Twin Otter aircraft supports
Golden Knights mission as the Army's
ial ambassadors to the American publi
well as DoD and DA strategic-level off
missions.

C-31A Fokker F-27-400 Friendship
senger aircraft, modified to support p
troop operations, serve as the parac
team's primary vehicle to support

onstration teams at air shows nation-
e. The C-31A is a pressurized aircraft
ered by two Rolls-Royce turboprop en-
s and is sometimes used for tandem
ps in conjunction with demonstrations.
ne **C-41A, CASA C-212 Aviocar** and
20A Pilatus PC-6 Porter aircraft are the
nary aircraft used for special operations
ning. These aircraft provide continental
special operations forces (SOF) with
institutional training base support for
ired aviation and airborne skill sets, in-
ing the U.S. Army John F. Kennedy
ial Warfare Center and School Special
es qualification course and military
fall school. They also support airborne
ning sustainment (static line, free fall,
al and air land resupply, and unim-
ed airfield operations) for all Army
and multiple joint SOF organizations
ne Eastern Seaboard.

ne **Diamond Aircraft Industries DA-40**
Learjet model 35/36A aircraft support
Simulation, Training and Instrumenta-
(PEO STRI), providing threat aircraft
ems and towed target support. The
40 provides representative UAS-based
at systems, supporting development of
ogrammable threat UAS ground control
on. The Learjet aircraft provide live
ed-target prototypes and production
lware that closely emulates the signa-
level and performance of typical threat aircraft or cruise missiles supporting air defense system development.

The following QRC aircraft are still undergoing assessment and airworthiness adjudication and fall under the responsibility of the Fixed Wing Assistant Project Manager:

The **BuckEye Beechcraft King Air** provides point target mapping capabilities. BuckEye is an approved acquisition program candidate poised to become a program of record.

The **Night Eagle Beechcraft King Air** provides change detection capabilities.

The **Tactical Reconnaissance and Counter-Concealment Enabled Radar (TRACER) Beechcraft King Air** provides foliage-penetrating capabilities.

The **FALCON-I DeHavilland DHC-8** is a joint capabilities technology demonstration effort to improve the existing C-12 TRACER with foliage-penetration capabilities.

The **High Altitude Light Detection and Ranging (LIDAR) Operating Experiment Bombardier Global Express** program provides wide-area mapping capabilities.

The **Communication Electronic Attack with Surveillance and Reconnaissance Beechcraft King Air** program provides electronic warfare capabilities.

The **Joint Airborne LIDAR Bathymetry Technical Center of Expertise Beechcraft King Air** program provides mapping capabilities of littoral waters.

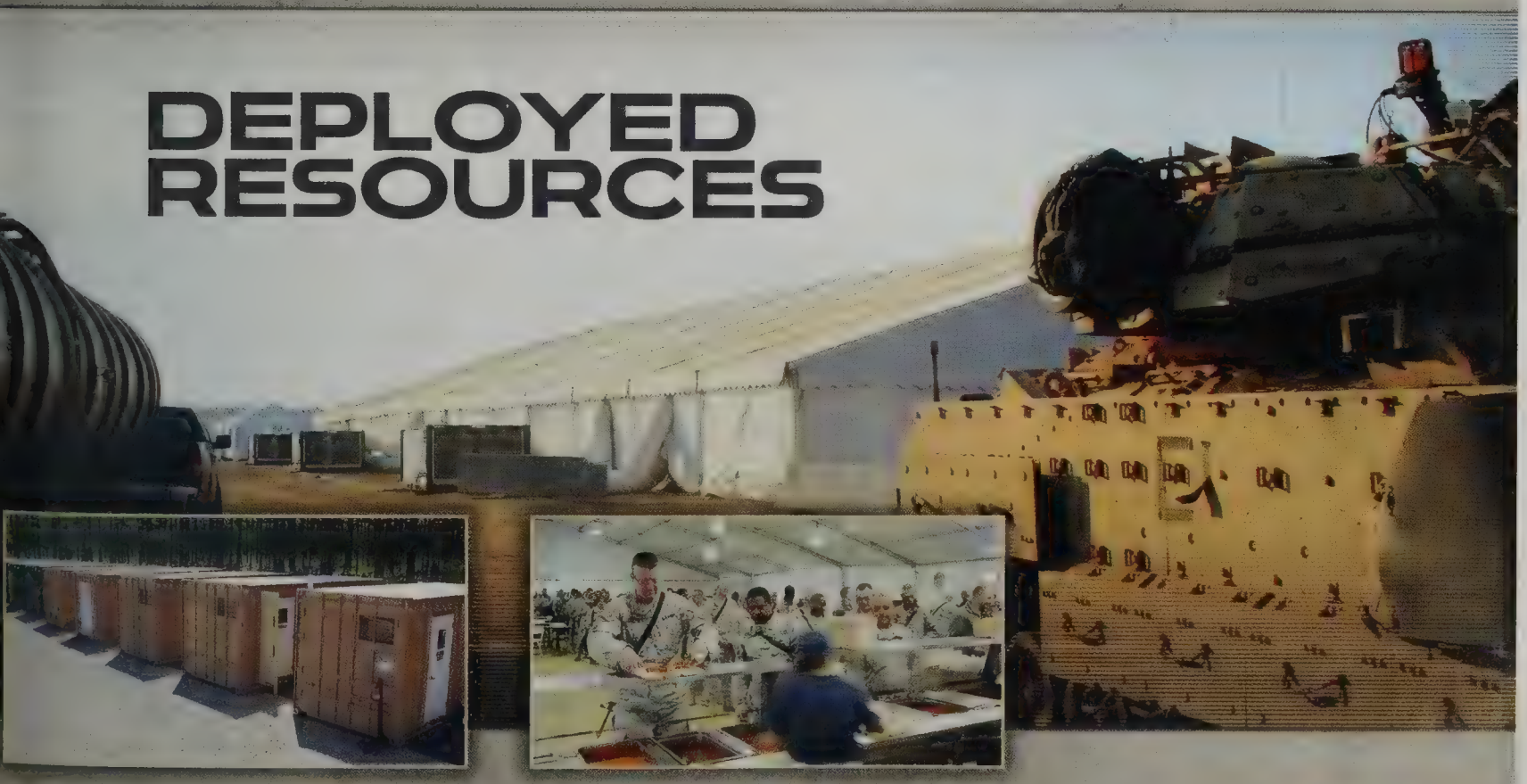
Unmanned Aircraft Systems

The Army's unmanned aircraft systems (UAS) fleet consists of four programs of record, directly supporting overseas contingency operations. The addition of UAS capabilities bolsters combatant commander and soldier capabilities, resulting in a more flexible, adaptable and lethal combined fighting force. Infantry, scout, intelligence, aviation, artillery, maneuver and medical units benefit from the availability and overall effectiveness of UAS. UAS missions include, but are not limited to, reconnaissance, surveillance and target acquisition (RSTA); battle damage assessment; targeting; persistent stare for around-the-clock lethal and nonlethal operations; convoy protection; route clearance; and antiambush (improvised explosive device). As the Army becomes leaner and more agile, the UAS fleet will be shaped with commensurate capabilities and versatility.

The **MQ-1C Gray Eagle UAS** provides real-time responsive capability to conduct long-dwell, wide-area RSTA; communications relay; signals intelligence; and attack missions (up to four Hellfire missiles). It will be the mainstay of the division/corps commander's battle set for land warfare operations. The program is in the production and deployment phase, with two QRC units deployed in support of operations in Afghanistan.

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MQ-5B Hunter Unmanned Aircraft System

The approved company configuration allows three platoons to operate from separate locations, increasing operational flexibility and survivability. The most notable attributes of the Gray Eagle UAS are: 3,600-pound maximum gross weight, electro-optical/infrared, laser range finder/designator, synthetic aperture radar/ground moving target indicator, dual automatic takeoff and landing systems, triple redundant flight processors, redundant flight controls, near-all-weather capability, and a heavy fuel engine. Gray Eagle has successfully demonstrated up to level of interoperability (LOI) 4 with the AH-64 Apache Block III during recent training scenarios and evaluations at National Training Center, Calif.; Dugway Proving Ground, Utah; and El Mirage, Calif. Gray Eagle has also executed numerous Hellfire missions in Afghanistan either autonomously or collaboratively, by launching a missile for remote designation or providing target designation for another shooter.

The **MQ-5B Hunter UAS** is the Army's longest-serving UAS and was used in Kosovo, Operation Iraqi Freedom and Operation Enduring Freedom. In conjunction with operations in multiple theaters, Hunter has been the workhorse for integration and demonstration efforts. The Army has installed, demonstrated or tested more than 23 different payloads on the Hunter, making it one of the most versatile UAS in the inventory. The Hunter air vehicle is a fixed-wing, twin-tail boom aircraft with a dual rudder and is capable of an 18-hour flight duration with an EO/IR sensor or eight hours with a 250-pound payload. The EO/IR—the main payload for the Hunter—provides eyes on target and laser designation to support manned/unmanned teaming operations.

Hunter is a system of many firsts: first to provide a heavy fuel engine to the commander in support of a common fuel on the battlefield; first Army weaponized UAS platform; and first to provide communication relay payloads and signals intelligence to the fight, making it one of the most sought after aircraft on the battlefield. This flexibility comes from a center-wing section with hard points that support 130 pounds facilitating weapons or additional loads. When not utilized for payload center wing can be loaded with 110 lite fuel to increase endurance.

The **Sky Warrior A** and **Gray Eagle** 0 aircraft are preproduction systems t Army Gray Eagle program of record. initial Sky Warrior A systems were duced in 2003 and fielded within six mo after contract award. The Gray Eagle 0 systems became operational in Iraq i spring 2008. The systems consist of tw manned aircraft, a single ground contro tion, and associated ground support data-link equipment. The systems pro the commanders up to 22 hours a day o erations, can carry more than 450 poun payload and have a service ceiling of 2. feet mean sea level. Since initial dep ment, these aircraft have seen a numb upgrades, including beyond line of (BLOS), weaponization and reliability m fications. The systems carry a number o ferent payloads and are used daily for reduction efforts for the programs of re

The **RQ-7B Shadow Tactical UAS** i Army brigade commander's UAS. Army's Deputy Chief of Staff, G-3, ha rected that every maneuver brigad Afghanistan be equipped with the ta UAS system.

The Shadow system consists of fou manned aircraft with day/night EC laser range finder/designator and munications relay payload capabil two ground control stations mounte Humvees with ground data termi one portable ground control station portable ground data terminal, two ta



RQ-20A Puma All Environment Capable Variant SUAS

tomated landing systems, two launchers d two unmanned aircraft transports unted on Humvees. Personnel and addi- nal ground support equipment are trans- rted in four additional Humvees and ee trailers. The tactical UAS platoon con- ts of 22 personnel with the ability to sus- n flight operations on a 24-hour basis. e unmanned aircraft (UA) takes off from auncher and lands autonomously in an a slightly longer than a soccer field. An- tated imagery can be transmitted in near- l time to support the commander's mis- ns. The system can be deployed via 130s. A contractor logistics support team, nsported in a mobile maintenance facil- within a sheltered Humvee and trailer, pports the system.

The **RQ-11B Raven Small UAS (SUAS)** is important reconnaissance and surveil- ce asset for U.S. combat forces. Raven, a ttery-operated, hand-launched, 4.5-pound craft fielded throughout the U.S. Army, ovides organic company- and platoon- el RSTA. The systems are widely de- yed with U.S. forces in Iraq and Afghan- an. The Raven system consists of three craft, two control stations, modular pay- ds (high-resolution color day camera d infrared (IR) night sensors with IR laser uminator), batteries, RSTA kit, and spare rts. The system is rucksack-portable dismounted soldiers. Raven uses two gged cases for storage and transport. The stem is interoperable with the One Sys- n Remote Video Terminal and with re- vers in manned aircraft. An FY 2012 up- ade provided a single fully gimbaled yload incorporating day and night sen- s and the IR illuminator.

The **RQ-20A Puma All Environment pable Variant (AECV) SUAS** is a 13- und, 9-foot-wingspan aircraft supporting ward deployed BCTs. The Puma em- ys a fully gimbaled payload carrying a gh-resolution camera, an IR sensor and IR laser illuminator. The Puma is hand- nched and provides lower-echelon units th an organic RSTA asset capable of up to o hours' endurance and a 15-kilometer nge. The Puma AECV system includes ee aircraft, three payloads, batteries, two ntrol stations, an RSTA kit, spare parts d rugged transport cases. The rapid ipping force originally procured Puma response to an urgent requirement. Sub- quent requirements led to procurement route clearance patrols and each maneu- company within BCTs supporting OEF.

The **One System Remote Video Terminal SRVT)** provides commanders and sol- rs at all echelons a tool for gaining and intaining dominant situational under- nding continuously throughout an opera- n. It enables the user to achieve battlefield ualization and situational understanding ough full-motion video (FMV) and at ndoff ranges never before available.



L-3 Communications

One System Remote Video Terminal

OSRVT collects and processes live video sources in real time. These video streams can be viewed immediately, recorded for quick playback and analysis, or exported to another storage device for extended recording and video archiving or to another user on the network to enhance situational awareness.

The OSRVT program uses commercial and government off-the-shelf (COTS and GOTS) technologies. Specific applications are acquired, integrated onto test models and evaluated, first in a test facility and then in an operational setting. COTS/GOTS technology and a flexible test bed are program approaches to minimize research and development, use proven technologies, and field iterative capabilities in the short term.

The **Universal Ground Control Station (UGCS)** provides a common set of hardware and software functionality to support UAS interoperability with Army, joint and allied forces. The UGCS performs UAS mission planning, UA launch, mission execution, UA recovery and post-UAS mission support. A UGCS consists of two S-788 configuration or three S-280 configuration crew stations, with each crew station able to perform all UGCS functions. The UGCS operators will each be able to perform either UA control functions or mission payload functions, or both.

In support of the operational and communication functions, the UGCS will perform data processing functions (including the ground-based portions of guidance, control, navigation functions, and Army Mission Command network and systems) and will include electric power backup and distribution equipment. An environmental control function will support the crew and equipment inside the UGCS. The UGCS will be capable of operating and interfacing with other UAs within the Army UAS family and with other intelligence gathering and support systems without causing mutual interference or operational degradation. The GCS subsystem also consists of a shelter and/or portable transit cases, and environmental conditioning capability to protect the GCS subsystem's functionality from the physical environment.



MISSILES AND SPACE PROGRAMS

The **Program Executive Office (PEO) Missiles and Space** provides centralized management for all Army air and missile defense and tactical missile programs as well as selected Army space programs. The PEO is responsible for the full life-cycle management of assigned programs.

The PEO Missiles and Space reports to the Army Acquisition Executive and is aligned with the Aviation and Missile Life Cycle Management Command at Redstone Arsenal, Ala. This materiel enterprise relationship enhances the PEO's ability to provide the world's finest support to our Army, joint service, interagency, and coalition warfighters and customers while continuing the Army's modernization.

The portfolio of programs assigned to the PEO Missiles and Space spans the full spectrum of the acquisition process from system development to acquisition, testing, production, product improvement, fielding, sustainment and eventual retirement from the force. A number of programs are joint programs developed with the other services. Two programs within the PEO are international cooperative development programs, with other countries sharing in the development as full partners.

In addition to specific acquisition programs, the PEO is applying a system-of-systems acquisition approach to meet warfighters' needs and obtain the desired capabilities of the Army Air and Missile Defense (AMD) Future Force. This approach requires the systems to be restructured into components of sensors, launchers, missiles, and Battle Management Command, Control, Communications, Computers and Intelligence (BMC^{4}I), utilizing a standard set of interfaces and networks to communicate. The Army's Integrated Air and Missile Defense (IAMD) acquisition approach will ensure that the materiel solutions for the Army's AMD Future Force will provide the capabilities required by the warfighter.

Close Combat Weapon Systems (CCWS)

The CCWS Project Office manages a range of antiarmor missile and target acquisition systems. Current programs include the Tube-launched, Optically Tracked, Wire-guided (TOW) 2, TOW 2A, TOW 2B, Javelin, Improved Target Acquisition System (ITAS) and Improved Bradley Acquisition System (IBAS).

The **BGM-71 TOW missile system**, with the multimission TOW 2A, TOW 2B, TOW 2B Aero and TOW Bunker Buster missiles, is a long-range, multimission, precision-attack weapon system used throughout the world. TOW is in service in more than 40 international armed forces and integrated on more than 15,000 ground, vehicle and helicopter platforms worldwide. TOW is also the preferred heavy assault weapon system for NATO, coalition, United Nations and peacekeeping operations worldwide. The TOW 2A, TOW 2B, TOW 2B Aero and TOW Bunker Buster missiles can be fired from all TOW launchers, ITAS, Stryker antitank guided missile (ATGM) vehicles (modified ITAS), and Bradley fighting vehicles.

The ITAS includes a second-generation forward looking infrared (FLIR) that uses standard advanced dewar assembly (SADA II) technology and an eye-safe laser rangefinder. The TOW ITAS provides a highly mobile, adverse weather, day-or-night capability needed by early entry forces to destroy advanced threat armor at greater standoff ranges in the main battle area. The ITAS features an automatic bore-sig ing capability, aided target tracking, embe ded training, BIT/BYTE and traversing u modifications. These features ensure cr survivability through increased stand range and improved performance in t battlefield environment.

The TOW weapon system, with its e tended-range performance, is the lon range precision heavy antitank/assa missile of choice for the U.S. Army's Stryk Bradley and ITAS-Humvee platforms, a the U.S. Marine Corps' Humvee, light mored vehicle and AH-1W Cobra pl forms. It also can be operated in a d mounted ground mode.

The TOW weapon system entered its p duction and deployment phase in 19 Since then, multiple variations of the miss and launcher systems have been field The obsolete TOW wire guidance link h been replaced with a radio frequency (R guidance link that is transparent to both t gunner and all TOW platforms. All TC missile variants with RF guidance link ha been qualified, and production of TOW RF, TOW Bunker Buster RF, TOW 2A and TOW Practice RF missiles is ongoing

The **Javelin** is a shoulder-launched, fi and-forget, manportable, antiarmor and sault weapon system optimized for atta ing and destroying armored tank targe buildings, bunkers and hovering he copters. It replaced the Dragon antiarm missile system and provides a mediu range multipurpose capability for infant scouts and combat engineers. The system lethal against tanks with conventional, re tive armor and a variety of other targets.

Javelin has been used successfully in Ir and Afghanistan to defeat armored targe bunkers and hard-to-reach targets in urb terrain without endangering friendly for or noncombatants. The system has two n jor tactical components: a reusable co mand launch unit (CLU) and a miss sealed in a disposable launch tube assemb

The CLU is a compact, lightweight, t get-acquisition device that incorporates integrated day/second-generation therm sight, launch controls and a gunner's e piece display. The CLU allows the gunn to select two distinct attack mode trajec ries: direct attack or top attack. The CL provides target engagement capability adverse weather and countermeasure en ronments. The CLU may also be used in t stand-alone mode for battlefield surve lance and target detection and has been fective in Afghanistan and Iraq.

The missile is 127 mm in diameter with staring, imaging infrared seeker; a featu based tracker; dual shaped-charge w heads; dual in-line solid-propellant laun and flight motors; and the Javelin laun tube assembly, an expendable carbon fib launch tube to house the missile and int face with the CLU. The complete rounds



BGM-71 Tube-launched, Optically Tracked, Wire-guided Missile System

ribed as "wooden," as it requires no use testing or maintenance. The round life requirement is 10 years.

e Javelin system weighs 49 pounds its maximum range is more than 2,500 rs. Javelin's most important technical re is the use of fire-and-forget technol- that allows the gunner to fire and im- iately take cover. Additional special ires are the top-attack and direct-fire es (for targets under cover), advanced em warhead, imaging infrared seeker, et lock-on before launch and soft ch. Soft launch allows Javelin to be safely from enclosures and covered ing positions, increasing gunner sur- bility. The time required to prepare in for firing is less than 30 seconds, a reload time of less than 20 seconds.

se Missile Defense Systems DS)

e CMDS Project Office is the central- manager for the Army's short- and ium-range air defense systems and terfires radars. CMDS is equipping the nt and Future Force with an integrated nd missile defense and counterfires ca- ity. Programs include **Joint Land At- Cruise Missile Defense Elevated Net- Sensor System (JLENS)**, **Firefinder Q-37)**, **TPQ-53 Radar** (which replaces inder), **Lightweight Counter Mortar**



FIM-92 Stinger Manportable Air Defense System

Radar (TPQ-50), **Improved Sentinel Radar (AN/MPQ-64)**, **Stinger-based Systems**, and **Integrated Fire Protection Capability Increment 2-Intercept (IFPC2-I)**, a pre-major defense acquisition program (MDAP).

Stinger-based Systems, **Avenger** and the **Manportable Air Defense System (MANPADS)** provide forward area air defense. Stinger is a fire-and-forget infrared/ultraviolet (IR/UV) missile system. Avenger is highly mobile and provides shoot-on-the-move capabilities in day, night and adverse weather operations. Along with Stinger, it is designed to counter hostile, low-flying unmanned aerial vehicles, cruise missiles, rotary-wing aircraft and high-performance fixed-wing aircraft.

Stinger provides low-altitude defense for ground forces against aerial observation or attack by threat aircraft. Stinger missiles have extensive counter-countermeasure capabilities, can engage targets from any aspect including head-on, and utilize a high-explosive, hit-to-kill warhead.

The **AN/MPQ-64 Improved Sentinel** provides 360-degree air surveillance and acquisition tracking, day or night, in adverse weather conditions and in battlefield envi-

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ronments of dust, smoke, aerosols and enemy countermeasures. The Improved Sentinel contributes to the digital battlefield by automatically detecting, classifying, identifying and reporting cruise missiles, unmanned aerial systems, and rotary- and fixed-wing threats. The system's antiradiation missile and electronic countermeasures-resistant performance supports air defense operations across the full spectrum of conflict. Sentinel modernization efforts include the new AN/TPX-57 mode 5 IFF, a modernized radar control terminal, and a router for increased communications flexibility and information assurance. Sentinel has begun production of 56 new radars for divisional support: 51 radars will be integrated onto a new family of medium tactical vehicles (FMTV) platform and corresponding trailers. Some of the new radars will be used as repair cycle floats to support a depot overhaul capability.

The **Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System (JLENS)** uses advanced sensor and networking technologies to provide 360-degree wide-area surveillance and precision tracking of land attack cruise missiles. JLENS detects stressing, terrain-masked cruise missiles and other air-breathing threats, permitting extended engagement ranges for current air defense systems.

A JLENS orbit consists of two systems: a fire-control radar (FCR) system and a wide-area surveillance radar (SuR) system. Each system is composed of a 74-meter tethered aerostat, a mobile mooring station, a radar system, data and voice communications equipment, a control group, and associated ground support equipment. JLENS is designed to distribute surveillance, track and identification data contributing to the single integrated air picture via link 16 and the cooperative engagement capability.

The **AN/TPQ-37 (V) Firefinder Radar** is a highly mobile counterfire radar designed for automatic first-round location of weapons firing projectile-type rounds. The system operates in a hostile mode by tracking enemy fire; enemy fire point of origin location coordinates are interfaced to a tactical fire-control system that will direct counter fire. Enemy fire impact point predictions are used to protect soldiers and assets. The system also tracks friendly weapons, sending registration and fire adjustment information to the fire-control center. It can also provide early warning of incoming fire and allows for the direction of counterfires when guarding against rocket-, artillery- and mortar-based threats.

The **AN/TPQ-53 Radar** is a highly mobile counterfire target acquisition radar, capable of locating hostile mortar, artillery and rocket fires in a clutter environment and providing friendly artillery registration. The system provides surveillance against all counterfire threats at increased ranges and accuracies, including 360 degrees of coverage and 90-degree sector coverage. The principal functions of the system are to detect, track, classify and accurately determine the point of origin and the point of impact of enemy indirect fires.

The **AN/TPQ-50 Lightweight Counter Mortar Radar (LCMR)** performs target detection, verification, tracking and classification of enemy and friendly mortar, cannon and rocket locations. It provides continuous 360-degree detection and location of indirect fire-firing weapons. It is small, lightweight and manportable by two soldiers. When a weapon is detected, the system sends a warning message to the operator indicating a round is being processed.

The **Integrated Fire Protection Capability Increment 2-Intercept (IFPC2-I)** is a pre-MDAP effort. It will be a ground-based weapon system transported by Army c mon mobile platforms, with an integr set of capabilities designed to acquire, t engage and defeat rockets, artillery mortar projectiles in flight. It will integ into the existing air and missile defens chitecture.

The **Counter-Rocket, Artillery, Mo (C-RAM)** is an evolutionary, nondeve mental program initiated by the A Chief of Staff in response to the indirect (IDF) threat and a validated operati needs statement. The primary missio the C-RAM program is to develop, proc field and maintain a system of syst (SoS) that can detect RAM launches; vide localized warning to the defen area, with sufficient time for personne take appropriate action; intercept round flight, thus preventing damage to gro forces or facilities; and enhance respo to—and defeat of—enemy forces.

The C-RAM capability is a combinatio multiservice fielded and nondevelopme item sensors, command-and-control equipment, warning systems, and a m fied U.S. Navy intercept system (land-b phalanx weapon system), with a comm cial off-the-shelf (COTS) wireless local network (LAN). The forward area air fense (FAAD) C2 system, also underh management of the C-RAM program d torate, has been enhanced to integrate sensors, weapons and warning syste provide C2 for the C-RAM SoS. C-RAM software correlates RAM sensor data, ev ates the threat, provides early warning rects engagements, and cues counterfire tems and reaction forces. The C-R capability provides correlated air ground pictures and links units to the A Mission Command systems and the join fense network with various forms of com nications, providing situational aware and exchange of timely and accurate in mation to synchronize and optimize a mated shape, sense, warn, intercept, resp and protect decisions. The C-RAM se and-warn capability is deployed to for operating bases (FOB) in two theaters o eration. C-RAM's sense-and-warn pe mance has been extremely successful, viding timely warning for more than 2 rocket and mortar attacks against C-R FOBs with a minimum of false warni saving countless lives.

The C-RAM intercept capability is c ited with more than 175 successful in cepts of rockets and mortar rounds fire high-value assets. The C-RAM intercep sets are undergoing reset and will be fie to composite Indirect Fire Protection C bility (IFPC) and Avenger battalion required by the Army. Capability enha ments include development and dep ment of Ka and Ku band sensors, impr radars for detection of stressing threats, gration of military spectrum commun


AN/MPQ-64 Sentinel

ns, integration with unmanned aerial sys-
ns universal ground station and dynamic
arance of unplanned fires.
The C-RAM program directorate is also
materiel developer for the accelerated
proved intercept initiative (AI3), a rapid-
velopment effort to provide an intercept
ability to defeat stressing threats. AI3 is
der development, with live-fire testing
icipated for the fourth quarter of fiscal
r (FY) 2013.
RAM Warn transitioned to an ACAT III
quisition program as an enduring capa-
ty. RAM Warn is a horizontal technology
ertion using C-RAM warning equipment
provide early, localized warning to all
neuver brigade combat teams (BCT). It
l employ the air defense airspace man-
ement (ADAM) cell already resident in
BCT headquarters as the C2 element;
existing radars in the target acquisition
toon of the fires battalion as the sense el-
ent; and add enhanced C2, warning de-
es, controllers and dedicated communi-
ions devices between the existing radars,
ADAM cell and warning devices. Inte-
tion of this equipment provides a warn
ability to BCTs for detection of threat
rounds, transmission of the detection
a to the C2 element for correlation and
ermination of a predicted point of im-
t, and passage of the point-of-impact
ormation to audio and visual alarms for



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Counter-Rocket, Artillery, Mortar system

localized or full-area warning over the defended area. Timely warning will enable those BCT personnel in the hazard area of an inbound IDF threat to seek cover or a prone position before impact, thus reducing casualties.

The **Air and Missile Defense Planning and Control System (AMDPCS)** provides the C2 capability for air defense artillery (ADA) brigades, Army air and missile defense commands (AAMDC), and maneuver BCT and joint force C2 elements such as the battlefield coordination detachments (BCD). AMDPCS provides various air defense shelter systems for all echelons, built on a baseline known as the ADAM shelter. The **Air and Missile Defense Workstation (AMDWS)** is a common defense/staff planning and situational awareness/situational understanding software tool. AMDWS is deployed with AMD units at all echelons and is also a component of the ADAM. The AMDWS performs all aspects of AMD force operations. It assists in the automated development of the intelligence preparation of the battlefield; provides situational awareness; and is capable of planning, coordinating and synchronizing the air, land, and sea



battle. AMDWS is the interoperability link for AMD forces with the Army Mission Command systems and provides the air situational input to the common operational picture.

The **Forward Area Air Defense Command and Control (FAAD C2)** system consists of common hardware, software and communications equipment to meet the C2 and targeting needs of ADA battalions and C-RAM deployments. FAAD C2 supports the AMD mission by providing command, control and intelligence (C2I) information to higher, adjacent and lower units. Computer displays allow commanders access to databases for the air picture, situation reports, enemy assessments and friendly forces. The system provides an embedded training capability that will replicate those situations encountered in actual mission operation. Evolving software capabilities are added with each new version throughout the FAAD C2 development cycle. The FAAD C2 system also has the capability to interface with joint and NATO C2 systems. To accomplish its mission, FAAD C2 is integrated into and interoperates with both the Army Mission Command systems and AMDWS. The AMDWS is integrated in FAAD C2-equipped battalions at the ADA battery and battalion command posts and is a product under the AMDPCS program. The FAAD C2 engagement operations subsystem provides the joint air picture via implementation of two-way tactical digital information link (TADIL)-A, -B and -J links. The FAAD C2 system is the backbone for the C-RAM system and assists with digitization of the battlefield by providing air situational awareness to the supported force and alerting and cueing to C-RAM systems and FAAD weapons. The FAAD C2 systems support C-RAM by receiving and correlating sensor inputs, then alerting the intercept system and the sense-and-warn elements of an impending RAM attack. FAAD C2's ever-expanding mission encompasses the detection, acquisition and identification of enemy mortar and rocket projectiles, helicopters, fixed-wing aircraft and unmanned aerial vehicles; the distribution and dissemination of C2I data among the AMD units and combined arms elements; the provision of early warning; and the alerting of supported forces.

Integrated Air and Missile Defense (IAMD)

The IAMD Project Office manages the Army IAMD (AIAMD) program and is uniquely structured to enable the development of an overarching SoS capability with all participating ADA components functioning interdependently to provide total operational capabilities that the individual element systems cannot achieve. The AIAMD program does this by establishing the AIAMD architecture and developing the **IAMD Battle Command Systems (IBCS) Engagement Operations Center (EOC)** that provides the common Mission Command capability, the integrated fire-control network (IFCN) capability for fire-control connectivity and distributed operations, and the common plug and fight (P&F) kits that network-enable multiple sensor components, weapon components and the IBCS EOC while significantly reducing the training and logistics footprint through common Mission Command across the ADA force structure.

The AIAMD acquisition strategy is to deliver an initial operational capability in FY 2017 and a set of follow-on product and capability improvements in FY 2018. The FY 2017 capabilities are delivered through the fielding of the IBCS EOC-based AIAMD architecture including the IBCS EOC, Sentinel and the Patriot radar and launcher components connected via an IFCN working in an integrated manner. The FY 2018 capabilities are delivered through employing the Patriot radar directly on the IFCN and the incorporation of IBCS functionality in ADAM cells, ADA brigade headquarters and AAMDC headquarters. Future additional capabilities include incorporation of terminal high-altitude air defense battalions and composite IFPC/Avenger battalions into the AIAMD architecture.

The **IBCS EOC** consists of an FMTV-mounted shelter that houses computing and communications equipment. At the battery level, units will be fielded with an EOC and an erectable shelter. The shelter will provide the environmentally conditioned work area for the battery staff to execute their Mission Command and fire-control tasks. At battalion level, two EOCs and two shelters will be fielded to accommodate the larger staff and computing needs. EOCs are identical at all levels and will be fielded with the full suite of common software.

The **IFCN** provides the capability for fire-control connectivity and distributed operations, utilizing common P&F kits that will network-enable multiple sensor components, weapon components and the IBCS EOC. The warfighter information network tactical (WIN-T) radio forms the basis of the IFCN.

The **P&F kits** include two primary components. The IFCN Relay provides the common plug and fight functionality (B-kit), required adaptation layers and the radio transport capability to support placing the respective sensor/weapon components on the IFCN. The P&F A-kits, developed by the responsible component project offices, provide the unique plug and fight functionality and integration of the B-kit as needed.

Joint Attack Munition Systems (JAMS)

The JAMS Project Office manages all Army aviation rockets and missiles. Programs include the 2.75-inch Hydra 70 family of rockets, the small guided munitions family, the Hellfire family of missiles and the joint air-to-ground missile (JAGM).

The **2.75-inch (70 mm) Hydra 70 Rocket Family** encompasses variants of the free-flight rocket that has become the standard ground-attack rocket. The design includes multiple warheads that can be used on the rocket motor. Rockets equipped with various fuzes and warhead options include M261 tactical, M267 practice, M151 (10-pound) antipersonnel or canopy/soft bunker, M229 antipersonnel (17-pound), M274 smoke signature, M257 illuminating, M264 smoke, M255A1 flechette, and M278 infrared illuminating.

The **Small Guided Munition Family**, although not an official program of record,



A 2.75-inch (70 mm) Hydra 70 Rocket is fired from an Apache AH-64D helicopter.

ides services to all DoD and govern-
t agencies to procure the Griffin A, Grif-
and Viper Strike munitions. Griffin is a
ound semiactive laser (SAL) and global
tioning system (GPS)-guided munition
three fuze settings: height of burst
B), point detonate and delay. Viper
e is a 42-pound glide munition. Both
itions precisely target personnel in the
, light armor and thin-skin vehicles, re-
ng collateral damage.

ne **AGM-114 Hellfire Missile Family** udes the Hellfire II and Longbow Hell- missiles. **Hellfire II** is a precision-strike, -guided missile. It is the principal air- round weapon system for the Army's 64 Apache, Kiowa Warrior and Gray e, the U.S. Marine Corps' AH-1W Su- Cobra and Harvest Hawk fixed-wing aft, the U.S. Air Force's Predator and er unmanned aircraft systems, and nu- ous allied aircraft around the world.

ne Laser Hellfire II missile provides t-target precision-strike capability to at heavy, advanced armor, individual point and nontraditional targets. Hell- II missiles use an SAL terminal guid- . The missile also includes electro-opti- countermeasure capability, warhead rovements and an updated electronic . The AGM-114R Hellfire II missile is single variant that replaces all other fire II missile configurations (K/N/M/P). The AGM-114R missile will allow a pilot to select warhead fuze settings corresponding to the target, reduce roll tip-off issues from incorporation of inertial measurement unit (IMU) (replaces attitude gyro) and provide increased off-axis capability beyond the current limits.



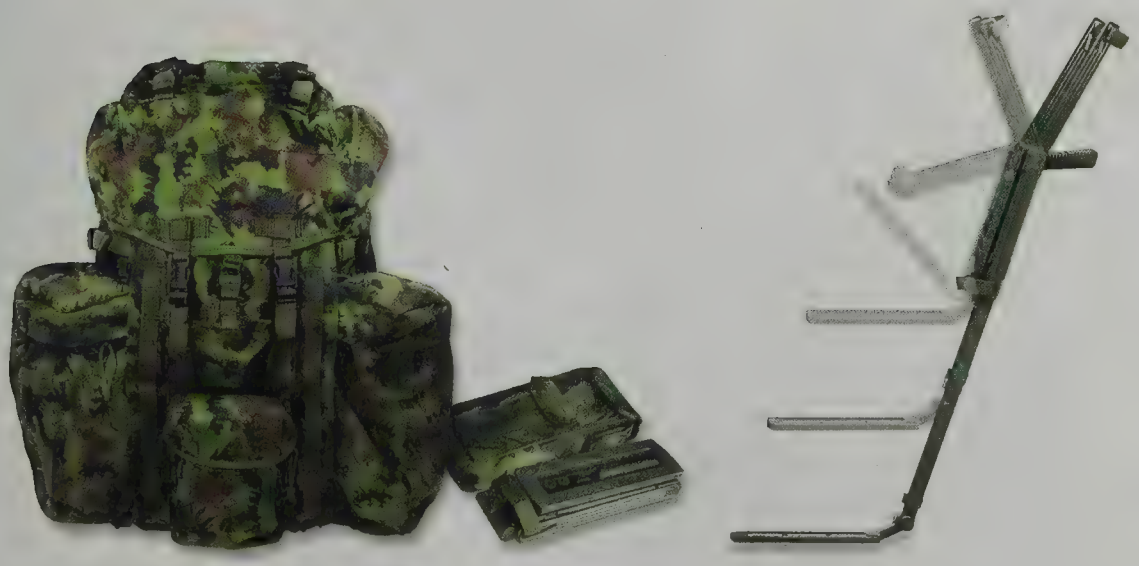
A soldier signs a Hellfire missile attached to a Warrior unmanned aerial vehicle.

The Longbow Hellfire (AGM-114L) is also a precision-strike missile, but it uses millimeter wave (MMW) radar guidance instead of SAL. The MMW seeker provides beyond-line-of-sight fire-and-forget capability and the ability to operate in adverse weather and battlefield obscurities.

Since 2003, U.S. servicemembers have fired more than 14,500 Hellfire II missiles in combat operations. The precision capability of the Hellfire missile has made it a weapon

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of choice in overseas contingency operations where collateral damage effects are a significant concern. The demonstrated performance against other-than-armor targets has proven Hellfire to be an adaptable, capable and reliable missile suited for any battlefield.

The **Joint Air-to-Ground Missile (JAGM)** program will provide a rotary-wing, fixed-wing and UAS launched missile system that provides line-of-sight capabilities, including precision point targeting (both active and passive) and fire-and-forget seeker technologies, increased range, and increased lethality against soft and hardened moving and stationary targets. When fielded, the JAGM will replace legacy aviation-launched missiles.

The JAGM will increase the warfighter's operational flexibility by effectively engaging a variety of targets on the battlefield, including advanced heavy and light armored vehicles, bunkers, buildings, patrol craft, C2 vehicles, transporter/erector launchers, artillery systems, and radar and air defense systems. Its multimode seeker will provide robust capability in adverse weather, day or night, and in an obscured/countermeasure environment against stationary and moving/fleeting high-value targets.

Lower Tier Project Office

The Lower Tier Project Office consists of the **Patriot missile system**, the **Patriot Advanced Capability-3 (PAC-3)** and **Joint Tactical Ground Station.**

The **Patriot missile system** provides defense of critical assets and maneuver forces belonging to corps and echelons above corps against aircraft, cruise missiles and tactical ballistic missiles. The Patriot's fast-reaction capability, high firepower, and ability to track numerous targets simultaneously and operate in a severe electronic countermeasures environment are significant improvements over previous air defense systems. The combat element of the Patriot missile system is the fire unit, which consists of a phased-array radar set, an engagement control station (ECS), an electric power plant, an antenna mast group, a communications relay group and up to 16 remotely located launch stations. The radar set provides all tactical functions of airspace surveillance, target detection and tracking, and missile guidance and engagement support. The ECS provides the human interface for command and control of operations. Each launch station can be equipped with four ready-to-fire PAC-2 or guidance enhancement missile (GEM) configuration missiles sealed in canisters that serve as both shipping containers and launch tubes.

The GEM, GEM+ and PAC-3 missiles provide the Patriot missile system with an advanced antitactical missile capability. Partner nations have deployed Patriot systems in support of their defense requirements.

The **Patriot Advanced Capability-3 (PAC-3)** missile program incorporates the battle-proven PAC-3 missile, which uses hit-to-kill technology for greater lethality against theater ballistic missiles (TBMs) armed with weapons of mass destruction. The PAC-3 missile is the first operationally deployed hit-to-kill weapon system capable of defending against air and missile defense threats. Up to 16 PAC-3 missiles can be loaded per PAC-3 upgraded launch station, increasing firepower and missile defense capabilities. The PAC-3 missile's primary mission is to defend against TBMs while remaining able to counter advanced cruise missiles and aircraft. The PAC-3 missile upgrade program adds system improvement increase performance against evol threats, meets user needs and enha joint interoperability.

The **Joint Tactical Ground Station** transportable information processing tem that supports combatant comman and forward-deployed forces with e warning data on ballistic missile launch

Precision Fires Rocket and Missile Systems (PFRMS)

The PFRMS Project Office manages multiple launch rocket system (MLRS) fa ily of launchers, which includes M270A1, high-mobility artillery rocket tem (HIMARS), and the entire suite of r ets and missiles for those launchers. Th launchers are capable of supporting delivering all of the MLRS family of mu tions (MFoM) including basic, extend range and guided MLRS (GMLRS) rocke as well as the Block I/IA and unitary A tactical missile system (ATACMS) variat The launchers and munitions have pro to be highly effective and reliable du combat operations.

The **M270A1 MLRS** is a highly mo automated system that fires preci guided and unguided surface-to-sur rockets and missiles from a tracked pl form derived from the same chassis u by the Bradley fighting vehicle. The M delivers large volumes of firepower short time against critical, time-sensi targets. From inside the cab, the crew three can fire up to 12 MLRS/GMLRS r ets or two ATACMS variants. The laun platform is scheduled to be upgraded w an improved armored cab, providing o survivability enhancements and an p dated fire-control system that mitig electronic obsolescence.

The **M142 HIMARS** is the newest laun variant of the MLRS family. HIMARS highly mobile artillery rocket system o ing MLRS firepower on a wheeled cha and is C-130 transportable. HIMARS car a single six-pack of MLRS/GMLRS roc or one ATACMS missile on the Army's st dard FMTV 5-ton truck. HIMARS is d signed to launch the entire MLRS famil munitions. Recently, the entire M142 fl was retrofitted with an increased crew o tection armored cab and the upgra universal fire-control system. It is bei upgraded with long-range commun tions, driver's vision enhancements Blue Force Tracker. During recent com operations in Southwest Asia, both M270A1 MLRS and the M142 HIMA have consistently provided highly le and effective long-range precision st fires in support of U.S. and coalition forc

The **MLRS basic rocket** and the **tended-Range Multiple Launch Roc System (ER-MLRS)** are free-flight, area r artillery rockets carrying dual-purpose,

ved conventional munition (DPICM) munitions. The ER-GMLRS, which ex-ls the 31.8-kilometer (km) range of the c rocket to approximately 45 km, pro-es longer-range rocket capability. The gram emerged from lessons learned ng Operation Desert Storm, in which or-level commanders stated a require-t for greater range while applauding effectiveness of the basic rocket. The **LRS DPICM** provides greater accuracy, increased overmatch capabilities and a ced logistics footprint over free-flight ets. GMLRS incorporates GPS-aided in-l navigation systems. A second GMLRS ant is the **GMLRS Unitary**, which inte-es a 200-pound class unitary warhead place of DPICM submunitions. This et has a range up to 70 km and is effec- against a variety of targets. The multi-le warhead fuze (impact, delay and air-st) greatly enhances its employment ons in various combat environments. GMLRS Unitary proved its effective-s in Operation Iraqi Freedom (OIF) and e recently in Operation Enduring Free-n (OEF). It has become the indirect-fire pon of choice in urban areas.

he **GMLRS Alternative Warhead (AW)** n enhanced, 200-pound fragmentation mbly filled with PBXN-110 high explo-. Upon detonation, the explosive accel-es two layers of preformed tungsten ments that are optimized to defeat the ired targets. In addition, the warhead design features to pass insensitive mu-ons (IM) thermal cookoff and fragment k initiation environments. The GMLRS is designed to comply with DoD's pol-on cluster munitions and unintended n to civilians. GMLRS AW is in the en-eering and manufacturing development se, and production is expected to begin 016.

he **Army Tactical Missile System (A-CMS) Blocks I and IA Missiles** provide g-range, surface-to-surface fire support Army deep-strike operations. Both AT-MS Blocks I and IA are surface-to-surface ded missile systems with antiperson-antimateriel (APAM) warheads contain-DPICM submunitions. The ATACMS n an APAM warhead attacks soft area tar-at ranges well beyond the capability xisting cannons and rockets. Targets in-e surface-to-surface missile and multiple ket launcher units; air defense systems; stics elements; and command, control, communications complexes. The AT-MS Block IA, with enhanced accuracy en-d by GPS augmentation to its inertial dance capability, has a 300-km reach.

he Block IA began fielding in FY 1998, retrofit of selected launchers to Block capability occurred simultaneously n missile fielding. Fired from M270A1 HIMARS launchers, it was highly ef-ve in OIF.

The **ATACMS Unitary Missile** is a U.S. Army requirement developed from lessons learned in Kosovo. It was clear that battle-field commanders needed a weapon with precise guidance and lower lethal radii to minimize collateral damage. The **ATACMS Quick-Reaction Unitary (QRU) Missile** is a responsive, all-weather, long-range missile with a high-explosive, single-burst warhead. The ATACMS QRU is converted from a Block IA missile to the unitary configuration by replacing the APAM submunitions with a proven unitary warhead (470-pound SLAM/Harpoon) and fuze. The missile has a range of 270 km and provides the Army the capability to attack high-payoff, time-sensitive targets without placing combat or support aircraft and crews at risk. Its precision accuracy, the absence of potential submunition duds and reduced lethal radii overcome collateral damage concerns. The ATACMS QRU was used effectively in OIF and continues to be highly effective in destroying high-payoff targets in OEF. The ATACMS QRU evolved into the **ATACMS 2000** variant with upgraded vertical impact capability to minimize target altitude error. This vertical impact capability maximizes warhead effects in complex urban and mountain terrain.

Planned modification of Block I missiles will replace existing submunitions with a unitary warhead and air burst capability to provide area weapon effects without the risk of unexploded ordnance.



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COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS AND INTELLIGENCE (C4I) SYSTEMS

The **Network** is critical to empowering leaders and soldiers with the right information at the right time to make the decisions essential to mission success.

Through a process known as **Capability Set Management**, the Army has adopted acquisition practices and is aligning programs so that operational units receive better capabilities more quickly through integrated and sustainable network capability sets. The capability sets are made up of equipment that is scalable and tailorable to provide connectivity and situational awareness for any mission in any region.

The capability sets enhance vertical and horizontal connectivity and provide an integrated network baseline from the fixed tactical operations center (TOC) to the commander on-the-move to the dismounted soldier. Fielding the Network as an integrated capability set throughout a brigade, rather than fielding individual pieces of equipment, provides soldiers with the best capability gap solutions and dramatically reduces or eliminates the integration burden on deployed troops.

The first capability set, **Capability Set 13 (CS 13)**, is now fielding to select brigade combat teams preparing for deployment. CS 13 is a direct response to operational needs statements submitted by commanders in Iraq and Afghanistan over the last decade and reflects soldier feedback from the ongoing Network Integration Evaluations (NIE) at Fort Bliss, Texas, and White Sands Missile Range, N.M.

CS 13 is arriving in Operation Enduring Freedom at a critical time. As U.S. forces continue to retrograde, they are turning over many of their forward operating bases and other infrastructure to local forces, gradually losing fixed network locations. CS 13 systems allow commanders and soldiers to take the network with them in vehicles and while dismounted as they conduct security assistance and other missions. For the first time, the troops closest to the action will have real-time voice and data communications. Those reach-back capabilities will be essential for U.S. forces as they work closely with and support the Afghan national security forces, often in mobile operations distributed over great distances and terrain obstructions.

The centerpiece of CS 13 is Warfighter Information Network-Tactical (WIN-T) Increment 2, a major upgrade to the Army's tactical communications backbone that introduces Mission-Command-on-the-move and extends satellite communications to the company level. CS 13 also delivers unprecedented connectivity to the dismounted soldier through the Rifleman Radio, which is carried by platoon-, squad- and team-level soldiers for voice communications and also links with handheld devices to transmit text messages, global positioning system (GPS) locations and other data. These devices, known as Nett Warrior (see Individual Equipment and Weapons listings), act as a smartphone-like Mission Command system that connects to the Rifleman Radio to provide dismounted leaders with position location information (PLI), text messaging and other applications. CS 13 also reflects the Army's efforts to converge existing Mission Command software and introduce enhanced, Web-based capabilities that create the synergy necess for a commander's decision making a ties and mission execution.

Critical U.S. Army C4I capabilities provided through U.S. Army offices inc ing the **Program Executive Office for C mand, Control, Communications-Tact (PEO C3T)**, **Program Executive Office Intelligence, Electronic Warfare and S sors (PEO IEW&S)**, and **Program Exe tive Office for Enterprise Information S tems (PEO EIS)**.

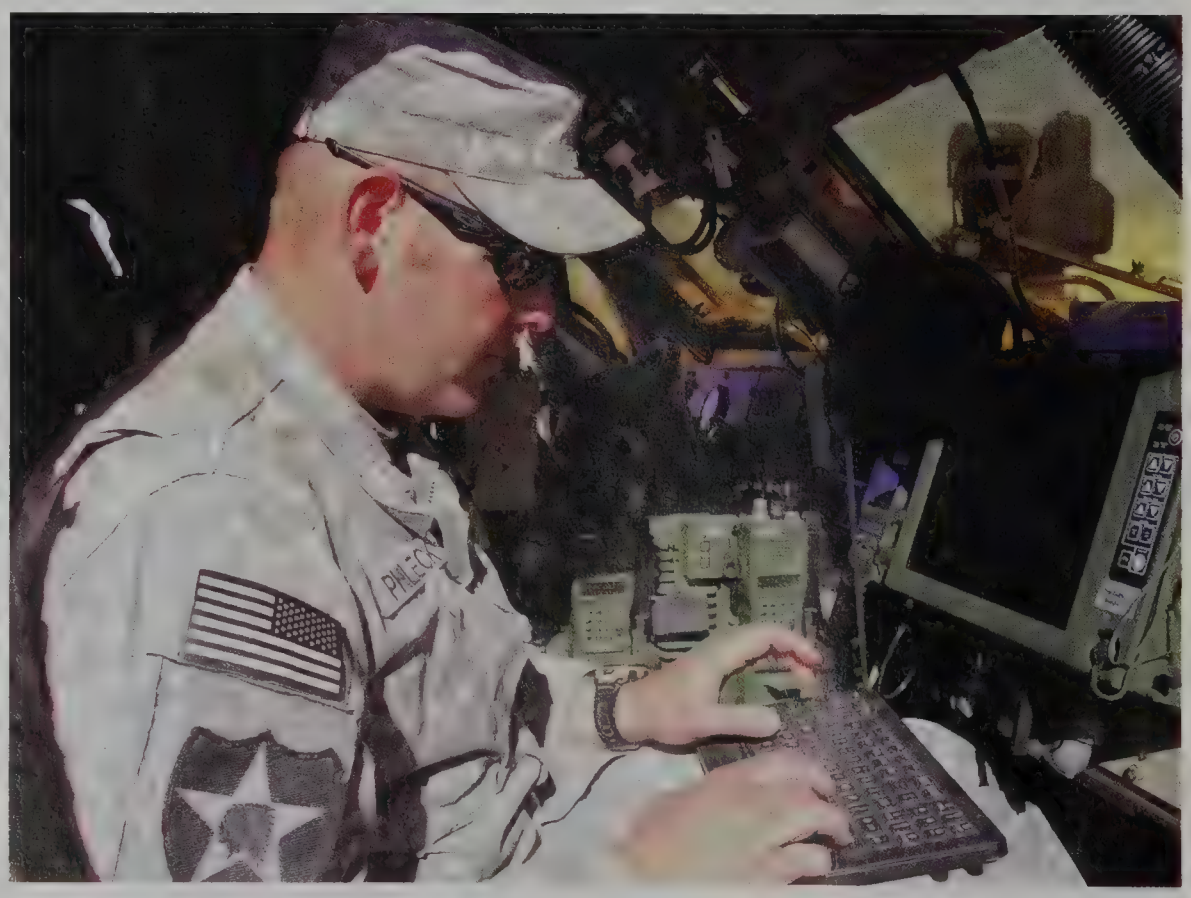
The **PEO C3T** provides soldiers with networked Mission Command soluti they require to dominate now and in the ture. PEO C3T supports more than 42 quisition category programs at levels and III, executing more than $3 billion nually across multiple appropriations. C3T develops, acquires and fields a div range of products for the Army inclu communications networks, Mission C mand software applications, comput satellite terminals, communications se rity devices, servers and the integrators allow all the systems and component function seamlessly.

Headquartered at Aberdeen Prov Ground, Md., PEO C3T has a workfor more than 1,600 employees with a total nual budget of more than $3 billion. Lat fiscal year (FY) 2012, following DoD's d sion to disband the Joint Program Execu Office for the Joint Tactical Radio Sys (JPEO JTRS), PEO C3T was assigned m agement for several former JTRS progra including handheld, manpack, small f fit (HMS), airborne/maritime/fixed sta (AMF) and midtier networking vehic radio (MNVR). MNVR is the replacem for the JTRS ground mobile radio. The proprietary JTRS software waveforms now overseen by the Joint Tactical N working Center (JTNC), which is under executive management of PEO C3T ensures interoperability across the serv by allowing the continued developmen open standards to which industry can bu

PEO C3T also sustains the force w over-the-shoulder training and syst troubleshooting so that soldiers can fo on their prime objective of engaging enemy. Facing emerging fiscal constrai PEO C3T is using innovative method cut costs, streamline processes and qui adapt in rapidly delivering advanced work technology to soldiers.

The following representative prog sampling reflects how PEO C3T contin to improve and support current syste while developing future systems to s port the Army's vision of a networked, formation-enabled force.

The **Advanced Field Artillery Tact Data System (AFATDS)** is a digitized s sor-to-shooter link that provides autom technical and tactical fire-direction s tions, fire asset-management tools, and



Warfighter Information Network-Tactical Increment 2

n support functionality. AFATDS func-
s from firing platoons through echelons
/e corps and enhances dominant ma-
/er, survivability and continuity of op-
ons for joint force commanders.

ıe **AN/PRC-117G** provides tactical and
ıeland defense forces and emergency
'ations elements with stand-alone, ter-
-independent, robust communications
ine-of-sight/beyond-line-of-sight se-
voice and data communications. It
provides long-distance, wide-area,
-free, fixed or on-the-move, ground,
itime, and ground-to-air communica-
s.

ıe **Army Key Management System**
MS) consists of three subcomponents:
l communications security manage-
t software, automated communications
neering software and a simple key
er. Under the umbrella of the National
rity Agency's electronic key manage-
t system, AKMS provides tactical units
sustaining bases with an organic key
eration capability and an efficient, se-
means of distributing electronic keys.

ommand Post of the Future (CPOF)
'ides the commander with a compre-
sive view of the common operating pic-
for informed battlefield decision mak-
CPOF provides situational awareness
collaborative tools for tactical decision
ing, planning, rehearsal and execution
management from the corps to battalion levels. It provides 2-D and 3-D map-centric collaboration supported by voice over Internet protocol.

Command Web is a Web-enabled environment developed to meet the Army's direction for a common operating environment for the command post computing environment. With Command Web, users access applications over the Internet instead of through software installed on a computer to display warfighting functions on a common, geospatial map.

Data Products are a collection of mission data required to initialize Mission Command and other Army command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) systems, enabling them to digitally share situational awareness, collaboration and Mission Command data with each other over the tactical Internet.

Force XXI Battle Command Brigade and Below (FBCB2)-Blue Force Tracker (BFT) is a digital Mission Command system providing on-the-move information and situational awareness to tactical combat leaders and soldiers from brigade to platform and across platforms within the brigade task force and other joint forces. It allows soldiers to track each other's locations through blue icons on a digital topographical map and manually add icons representing the enemy and other obstacles to alert other units nearby. Relying on soldier feedback, the Army is executing a two-part upgrade to FBCB2-BFT: **Joint Capabilities Release (JCR)** and **Joint Battle Command-Platform (JBC-P)**. The upgrades are delivering a faster satellite network, Marine Corps interoperability, secure data encryption, touch-to-zoom maps, chat room functionality, and a seamless operational picture between maneuver and logistics forces.

Forward Entry Devices (FED) are handheld devices used by forward observers and fire support teams to transmit and receive fire support messages over standard military radios. They provide a digitized connection between the forward observers and AFATDS and provide a vital sensor-to-shooter link. The lightweight forward entry device (LFED) and pocket-sized forward entry device (PFED) are integral parts of the digitized system architecture.

The **HMS Rifleman Radio** is carried by platoon-, squad- and team-level soldiers for voice communications. It can link with handheld devices to transmit text messages, GPS locations and other data. Using the Soldier Radio Waveform (SRW), the radios form a network that connects lower-echelon soldiers to one another and back to their leaders at the company level so they can rapidly exchange information.

The **HMS Manpack Radio** is a two-chan-

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nel, software-defined radio that allows lower-echelon soldiers carrying Rifleman Radios and Nett Warrior handheld devices to connect to the network backbone through the SRW and single-channel ground and airborne radio system (SINCGARS) waveforms. The Manpack will enhance current communications capabilities by allowing small units in austere environments to exchange voice and data information with their higher headquarters without having to rely on a fixed infrastructure.

The **Warfighter Information Network-Tactical (WIN-T) Increment 1**, the Army's tactical communications backbone, provides soldiers with high-speed, high-capacity voice, data and video communications down to battalion level units "at the quick halt." WIN-T Increment 1 is a joint-compatible communications package that allows the soldier to use advanced networking capabilities and retain interoperability with current force systems and follow-on increments of WIN-T.

WIN-T Increment 2 introduces mobility and reaches down to the company level by introducing networking radios to the architecture and enhancing Network Operations, a suite of integrated monitoring tools used by communications officers to command and control the network.

WIN-T Increment 3 will provide full network mobility and introduce the air tier, which provides a three-tiered architecture consisting of traditional line of sight, an airborne layer through the use of unmanned aerial vehicles (UAVs) and other airborne platforms and satellites.

The **Program Executive Office Intelligence, Electronic Warfare and Sensors (PEO IEW&S)** mission is to provide affordable, world-class sensor and electronic warfare capabilities, enabling rapid situational understanding and decisive actions. PEO IEW&S products can be used for targeting, situational awareness, force protection, and reconnaissance, surveillance, and target acquisition (RSTA). Several critical systems are integrated into the network's layers and enable persistent surveillance, allowing the joint and coalition warfighter to control time, space and the environment while greatly enhancing survivability and lethality.

PEO IEW&S rapidly transforms requirements and validated field requests into reality and supports critical current operations including counter-improvised explosive devices (IED), aviation platform survivability, persistent ISR and the integrated intelligence architecture. By working closely with C4ISR partners at the Communications-Electronics Research, Development and Engineering Center and Communications-Electronics Command, the PEO is able to facilitate the development, fielding and sustainment of critical systems.

The PEO is responsible for a multibillion-dollar portfolio consisting of a combination of more than 100 programs of record and quick reaction capabilities. Addressing soldiers' needs and providing them with capabilities in the most effective and financially responsible manner is paramount to success.

PEO IEW&S programs have played a significant role in a large array of missions. Among the major areas in which the organization's systems are involved are efforts with the Distributed Common Ground System-Army (DCGS-A), a dedicated avenue for ingesting, fusing, analyzing and disseminating information throughout the Army and associated defense agencies, which is now available through a tactical "cloud." These systems are integrated with other intelligence assets into a system-of-sys architecture that provides ISR, force tection, RSTA collection capabilities, repositories, services and exploitation bilities across coalition boundaries. Fi assets range from airborne and groun sors to the network connectivity and lyst tools used to exploit the large am of collected information.

In addition, PEO IEW&S fields a h force protection systems including the expeditionary target and surveillance tems-combined (BETSS-C), which pro day-and-night sensor coverage and an ity to use sensors collaboratively and eratively in support of both defensive offensive operations.

The PEO has fielded a number of nc devices. Many soldiers are familiar wit counter-radio controlled improvised e sive device (RCIED) jammers that pr them from remote-controlled IEDs. aircraft survivability equipment—w will soon include the common infr countermeasure system—protects air and passengers and provides an env of protection from many threats.

Headquartered at Aberdeen Pro Ground, Md., the organization has a ence at Fort Belvoir, Va.; Redstone Ar Ala.; and Los Angeles Air Force Base. these locations, it also manages the fie of a multitude of aerial and ground se with systems such as the future enha medium altitude reconnaissance su lance system, which provides simultan multisensor capability, and the Proph hanced, which provides relevant gr signal intelligence and electronic warfa pabilities to warfighters.

The **Common Infrared Counterme (CIRCM)** subprogram is the next-gene advanced threat infrared countermea (ATIRCM) and will provide the sole ac tion of future laser-based infrared co measure systems for all rotary-wing, ti tor, and small fixed-wing aircraft a DoD. The CIRCM is a cooperative effo tween the Army (lead) and Navy to pr modular self-protection suite upgrad DoD aircraft. CIRCM will be develope directed infrared countermeasure/l based system that can be used with va missile warning systems (MWS) curr installed or planned for installatio Army, Navy or Air Force aircraft.

CIRCM will be designed to pay pa lar attention to multispectral manpo air defense systems (MANPADS) an vanced air-to-air infrared and/or ps electro-optical weapons threats that ca get rotary-wing, tilt-wing and slow-m fixed-wing aircraft in the midst of gr clutter.

The **Prophet System** is a day/nigh weather, near-real-time, ground-base tical signals intelligence/electronic w capability organic to the brigade co



Base Expeditionary Target Surveillance System-Combined

m (BCT), Stryker BCT and battlefield veillance brigade. The Prophet family of tems provides force protection, situa-ıal awareness and actionable intelli-ıce to the warfighter.

Prophet Enhanced (PE) serves as the ny's premier ground signals intelligence tform, building upon the success and sons learned from preceding Prophet tems, including Prophet Spiral 1, Triton and a quick-reaction capability version Prophet Enhanced. PE gives soldiers a re robust operational capability, allow- for easier movement of the dismount tem. By increasing the number of com-nications platforms, operators are af-ded the flexibility to potentially conduct ıultaneous, split, based, fixed and mo-e operations. PE is installed onto Pan-r variants of the MRAP.

The **Base Expeditionary Target Surveil-ce System-Combined (BETSS-C)** is a ily of systems that uses existing sensors d new technologies to deliver an inte-ted view of situational data, improving accuracy and breadth of situational areness in theater and saving lives. As h, BETSS-C has been seen as a proof of cept for the provision of integrated ISR a and was recognized as a DoD Top 5 gram for Systems Engineering Excel-ce in 2009. Soldiers have noted that my activity in the vicinity of a forward operating base or combat outpost decreases by approximately 60 percent when BETSS-C systems are installed and employed properly.



Netted Long Range Advanced Scout Surveillance System

The **Netted Long Range Advanced Scout Surveillance System (LRAS3)** is a pioneering example of networking sensor systems to provide integrated views of the battle-

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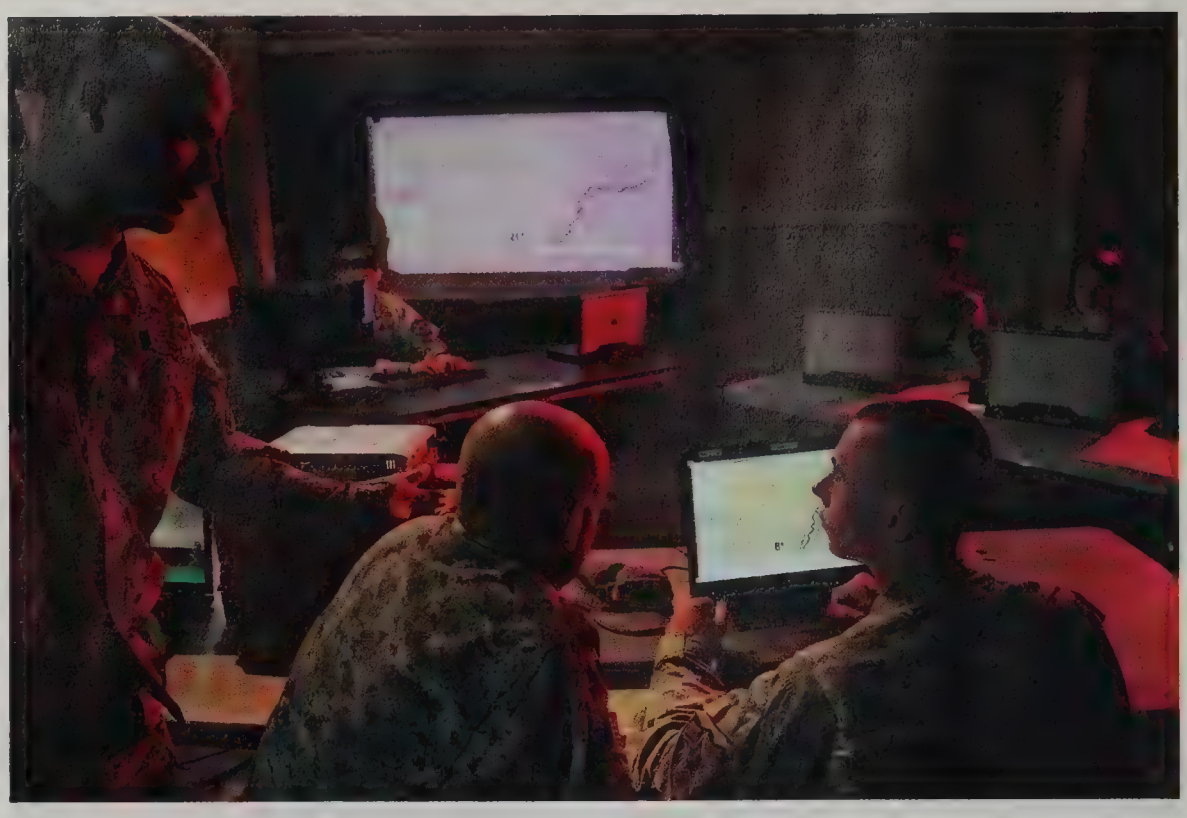
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Distributed Common Ground System-Army

space. The LRAS3 provides long-range target acquisition capabilities to armor and infantry scouts, enabling them to conduct reconnaissance and surveillance operations while remaining outside of threat acquisition and engagement ranges. By networking one LRAS3 with another (Netted LRAS3), operators will be able to share information across each netted LRAS3, thereby achieving a more integrated view of the battlespace.

The **Enhanced Medium Altitude Reconnaissance and Surveillance System (EMARSS)** is under development and provides the capability to detect, locate, classify/identify and track surface targets with a high degree of timeliness and accuracy to the BCT. EMARSS is a multi-intelligence airborne intelligence, surveillance and reconnaissance (AISR) system hosted on a King Air 350 ER platform. It provides simultaneous multisensor capability (full motion video/electro-optical/infrared, signals intelligence geolocation, internals and aerial precision geolocation). It enables point-to-point (sensor-to-shooter) and beyond-line-of-sight network communications linked to DCGS Enterprise. The Army plans to procure and field 12 EMARSS to complement 12 King Air 350-based quick reaction capability platforms that the Army will transition into its fleet of aircraft. These systems, along with the guardrail common sensor-X models and the enhanced airborne reconnaissance low systems, will provide a robust, multisensor AISR capability to support worldwide operations.

The **Distributed Common Ground System-Army (DCGS-A)** gathers, analyzes and shares significant amounts of information, enhances soldier situational awareness, and improves the commander's ability to protect the force. DCGS-A is the globally networked flagship intelligence warfighting system that supports continuous intelligence tasking, processing, analysis, exploitation and dissemination operations, from peace through war.

DCGS-A provides actionable intelligence support at every echelon. It ingests data from every sensor—from space-based sensors to the soldier-as-a-sensor—and fuses that data together in a common relevant product that is compliant with the defense intelligence information enterprise, intelligence community and joint information enterprise standards.

Collecting information from more than 600 data sources, DCGS-A provides sensor ingest and processing; exploitation and dissemination/distribution of information; support for weather, terrain, and geospatial analysis; imagery exploitation (including full motion video); link analysis; visualization; and target development and nomination.

The **Program Executive Office Enterprise Information Systems (PEO EIS)** enables information dominance by developing, acquiring, integrating and deploying information technology (IT) systems to meet the Army's demands today while preparing for the challenges of tomorrow.

PEO EIS is composed of 40 acquisition programs, crossing all functional domains, in all acquisition life-cycle phases. Through the hard work and dedication of a workforce of more than 1,500 government civilians, military, and contractor support, PEO EIS successfully fields systems globally and sets the course for innovation, with an annual budget of approximately $5.2 billion. These systems support Army and DoD-wide communications, logistics, medical, finance, personnel, biometrics, training and procurement operations.

Acquisition Business (AcqBusiness the trusted broker of Army acquisit program data and provides a portfoli enterprise business systems and Web vices that support effective decision m ing. AcqBusiness provides decision m ers with critical visibility into the Arm acquisition investments.

The **Army Enterprise Systems Inte tion Program (AESIP)** provides enterp resource planning (ERP) enterprise hub vices, centralized master data manage and business intelligence reporting. Army continues to modernize its ERP b ness systems to simplify operations, o mize processes and provide an accurate, terprise view of business information t users. AESIP integrates business proce and systems by serving as the enterp hub for the Army's logistics and finan ERP business systems, including Gen Fund Enterprise Business System (GFE the Army's first financial system; Glo Combat Support System-Army (GC Army), the tactical logistics system; and gistics Modernization Program (LMP), national logistics system.

AESIP enables integration by link business processes and data across exis IT systems. This integration optimizes b ness processes and supports enterpr level information requirements. AESIP successfully delivered a Web-based su tion for the creation and managemen customer and vendor master data and plemented an optimized messaging hub services capability.

AESIP houses and enables the Army terprise material master, which provi the Army a single authoritative source material data supporting all Army co stituent (modernized and legacy) syste This Army enterprise material master vides the catalyst to manage, control, ate, change, archive and validate da while providing a single global view material. This provides the basic build blocks for product life-cycle managem and weapon system management. Im mentation of the enterprise material ma ter enables inventory management, countability, pricing, accounting functi and material requirements planning op ations to be seamlessly integrated into Army enterprise vision.

In September 2012, PEO EIS directed merging of the transportation informa systems and joint automatic identifica technology product offices. Known as **tomated Movement and Identification lutions (AMIS)**, this convergence of co plementary capabilities will increase quality of both the transportation coord tors' automated information for mo ments system II (TC-AIMS II) and the ra frequency in-transit visibility (RF-ITV) tem capabilities, maximize effectiven and deliver the best value to customers.

MS II automates and manages the move-
nt of personnel, equipment and sustain-
nt cargo, maintaining visibility at the
ical, operational and strategic levels.
ITV produces, collects and integrates
vement and ITV information through a
rldwide infrastructure of mobile and
d RF-ITV read-and-write stations and
llite transponder-equipped vehicles and
vers, making ITV data available to users
ough a Web-based tracking portal that
res the data with 35 other DoD systems.

Global Combat Support System-Army (GCSS-Army) manages the development, deployment and sustainment of the tactical logistics ERP solution for the Army's logistics enterprise. GCSS-Army replaces the aging standard Army management information systems that manage Army tactical logistics and the associated financial management systems with one integrated solution.

The **Logistics Modernization Program (LMP)** supports the Army national-level logistics mission to develop, acquire, field and sustain the world's best equipment and services, providing soldiers with a decisive advantage. LMP delivers an enterprise system for Army Materiel Command (AMC) with a fully integrated suite of software and business processes, providing streamlined data on maintenance, repair and overhaul; planning, finance and acquisition; and weapon systems supplies, spare parts, services, and materiel. LMP Increment 1 is deployed to approximately 50 locations with more than 20,000 users throughout AMC and related major subordinate commands, depots and arsenals, as well as the Defense Finance and Accounting Service.

It is the Army's designated, primary source for commercial off-the-shelf (COTS) IT, **Computer Hardware, Enterprise Software and Solutions (CHESS)** provides a fee flexible procurement strategy through which an Army user may procure COTS hardware, software and services through the e-commerce-based process, IT e-mart. CHESS contracts provide continuous vendor competition for best value and consolidation of requirements to maximize cost avoidance and the Army's buying power.

Defense Communications and Army Transmission Systems (DCATS) is among the largest organizations in the PEO EIS portfolio, composed of the following: Defense-Wide Transmission Systems, land mobile radio (LMR), vehicular intercom systems (VIS) and wideband enterprise satellite systems (WESS).

DCATS provides total, best-value solutions in a wide array of subject matter, including acquisition/program management, contract management, funds management/planning, programming, budget and execution, systems design and engineering, site preparation, testing and acceptance, legal-acquisition law review, logistics support, rapid response, price negotiations, and training.

Defense-Wide Transmission Systems (DWTS) has three primary missions. The first mission entails program and life-cycle management of the connect-the-logistician systems, including combat service support (CSS) automated information systems interface and the CSS satellite communications programs. The second entails implementing and sustaining wide-area transmissions systems, which include terrestrial transmissions-global command, control, communications and computers commercialization as well as technical control facilities. The third entails the special-users global command terrestrial communications program, to provide and sustain long-haul communications, video teleconference services and IT support to a highly classified Special Operations Command customer.

Land Mobile Radio (LMR) provides Armywide, nontactical, garrison-level systems and radios. LMR systems are commercial solutions that provide mobile and portable communication support for garrison public safety, force protection and facilities maintenance operations. First responders are the primary users of LMR, including installation military police, fire departments and emergency medical personnel. LMR maximizes the use of a scarce radio spectrum and provides secure voice transmissions and mutual aid interoperability with local, state and federal entities. LMR systems are vital components of the Army Enterprise that provide a seamless communications network in support of base-level communications and infrastructure.

Vehicular Intercom Systems (VIS) provide noise-canceling intercom solutions for U.S. Army tactical vehicles. The AN/VIC-3 is the standard intercom system for more than 70 tactical vehicle platform variants. VIS is working to produce the AN/VIC-5, which will be the next-generation intercom solution utilized across crew-served tactical vehicle platforms. It will provide the soldier with a customizable, mix-and-match, modular architecture that scales to accommodate virtually any platform requirement.

Wideband Enterprise Satellite Systems (WESS) supports the wideband global satellite communications and constellations with super-high-frequency band satellite communications to the soldier and joint forces, with faster response times and greater capacity from the garrison to the battlefield. WESS provides Earth terminals and gateways, network planning and monitoring, satellite payload control, jamming response, and power and bandwidth management.

DoD Biometrics systems capture, transmit, store, manage, share, retrieve and display biometric data for timely identification or identity verification. These systems are mission enablers for force protection, intelligence, physical and logical access control, identity management/credentialing, detention, and interception operations.

Biometric Enabling Capabilities (BEC) designs, engineers, develops, acquires, deploys and sustains an enterprise biometric system that serves as the DoD's authoritative biometric repository. This biometric system enables identity verification superiority across DoD as part of the BEC program of record. The DoD automated biometric identification system (DoD ABIS) was developed as a quick reaction capability (QRC) to receive multimodal biometric submissions from collection devices, allowing the soldier to positively identify and verify actual or potential adversaries. DoD ABIS v1.2 will be the initial baseline capability for the BEC program: BEC In-



Handheld Interagency Identity Detection Equipment measures personal biometric data.



Deployed Digital Training Campus

crement 0. BEC Increment 1 is an acquisition category 1AC program and will replace DoD ABIS v1.2 in FY 2016. Planned capability improvements include a customizable, Web-based, biometrically enabled watch list; a Web-based nonsecure and secure Internet protocol router interface; additional sizing/throughput; mission assurance category level II sensitive continuity of operations; and faster automated biometric match processing times.

Joint Personnel Identification (JPI) fields biometric collection devices, which were developed as QRCs used to collect, match, store and share biometric data and contextual information. JPI's QRC systems include the secure electronic enrollment kit II, the biometric automated toolset-Army and the biometric identification system for access. JPI systems enable positive identification, authentication, authorization and surveillance of individuals wherever U.S. forces operate. The JPIv2, designated as an acquisition category 1AC program, will replace existing QRCs beginning in the fourth quarter of FY 2017. JPIv2 offers improved data matching and synchronization, decreased size and weight, and enhanced ruggedness. In addition, architectural improvements enable the integration of emerging biometric technologies.

Distributed Learning System (DLS) provides a worldwide IT infrastructure that innovatively combines hardware, software and telecommunications resources with training facilities and Web-based applications. DLS delivers training for soldiers and Department of the Army civilians anytime, anywhere. Deployed Digital Training Campuses (DDTC), a component of DLS, deliver multimedia courseware to soldiers deployed in operational areas. The DDTC is designed to Army requirements to be expeditionary and self-contained. Each DDTC can be set up in less than two hours and is equipped with 20 laptop workstations, Internet accessibility, video tele-training, voice over Internet protocol and designated satellite access.

Enterprise Services (ES) was established in September 2012 to provide management of three product director offices within the PEO EIS enterprise management systems portfolio: enterprise email (EE), Army Knowledge Online (AKO), and acquisition, logistics, and technology enterprise systems and services (ALTESS). ES synchronizes initiatives and major lines of effort among these three programs to deliver effective enterprise-level services to the Army to meet current and future hosting, email, collaboration and content management needs. ES also supports the execution of the Army data center consolidation plan by acquiring and fielding the operating environment to selected installation processing nodes and Army core data centers. The end state of this initiative will enable the rationalization of more than 13,000 existing Army applications and allow consolidation at the installation level for local applications and into several enterprise-level data centers for enterprise applications.

Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS) provides full life-cycle support for DoD information systems. In addition to providing IT service management based on IT Infrastructure Library v3 best practices, ALTESS operates a state-of-the-art data center and provides data management, information security, applications sustainment and customer support to federal organizations and soldiers worldwide.

Each day, more than 350,000 users log in to **Army Knowledge Online (AKO)** to read or send email, collaborate on d ments, or search for information. In 2012, AKO directed more than 2 bil email messages, facilitated more than million logins to the AKO portal stored more than 26 million files. A provides a secure enterprise suite of laboration, communication and ider management services to the Army aro the world. AKO's intranet services incl a single enterprise Web portal, single s on services to more than 1,000 appl tions, Armywide directory services, o nizational and personal file storage, er calendars, contacts, presence and aw ness, instant messaging, chat, video saging, blogging, business process m agement, and search.

Enterprise Email (EE) provides se email to the DoD enterprise that is signed to increase operational efficie and to facilitate collaboration across th ganization. The EE service provides u secure access to email at any time and f any location. EE supports coordinatio forts by sharing individual, organizati and resource calendars across the DoD its mission partners. EE reduces the co email by eliminating unnecessary adm tration and inefficient network config tions, thereby freeing resources to focu other priorities. EE replicates users' da highly secure defense enterprise compu centers to provide organizations the lev assurance they need to ensure their c munications are secure. The Army is taining EE capabilities as a managed vice through an interagency acquisi with the DISA.

Force Management System (FMS) es lishes accurate, consistent and timely f structure information to the Army f management community. FMS will dir support the Army Force Management rector mission of managing and alloca manpower and force structure informa documenting requirements and autho tions for unit models over time, and pro ing organizational/force structure solut in support of the Army's transformatio ward the Future Force. FMS is the Ar system to support the DoD J-8 global f management data initiative (GFMDI) the Army's organizational server ef GFMDI is a DoD methodology that al units, for the first time, to track forces d to the individual levels.

General Fund Enterprise Business tem (GFEBS) is moving the Army tow more responsible financial environ and, more specifically, to a cost man ment culture. Since 2012, GFEBS ha panded its reach and now governs Army contract writing system (ACWS) GFEBS sensitive activities (GFEBS-SA) supports critical life-cycle management acquisition processes.

ACWS will be the Army's next-ge

n, single-enterprise contracts writing stem, providing full spectrum contract nagement, including execution and se-out. ACWS will be a mixed system t meets compliance requirements of the deral Financial Management Improve-nt Act. The system will be designed to et the contract activity requirements of Army users, including forward-de-oyed disconnected users, installations, apons systems and secure contracting ssions. ACWS will function in low band-dth/disconnected status for expedi-nary forces and will support unclassified works, classified networks and all Army ntracting requirements. ACWS is ex-cted to utilize centralized services such as use logic and standardized business es, including contract line-item number ucture and standard data schemas such the procurement data standard and stan-d financial information structure.

GFEBS Sensitive Activities (GFEBS-) will operate in a secure and classified vironment and offer the functionality of EBS to the special operations commu-y. It will enable the final retirement of pensive and outdated legacy core finan-l systems, including the standard opera-ns and maintenance, Army research and velopment system and the standard fi-nce systems. GFEBS-SA will integrate mlessly with GFEBS and provide se-cure, Web-based, real-time data to Special Operations Command and other classified, intelligence and special-access-program Army activities.

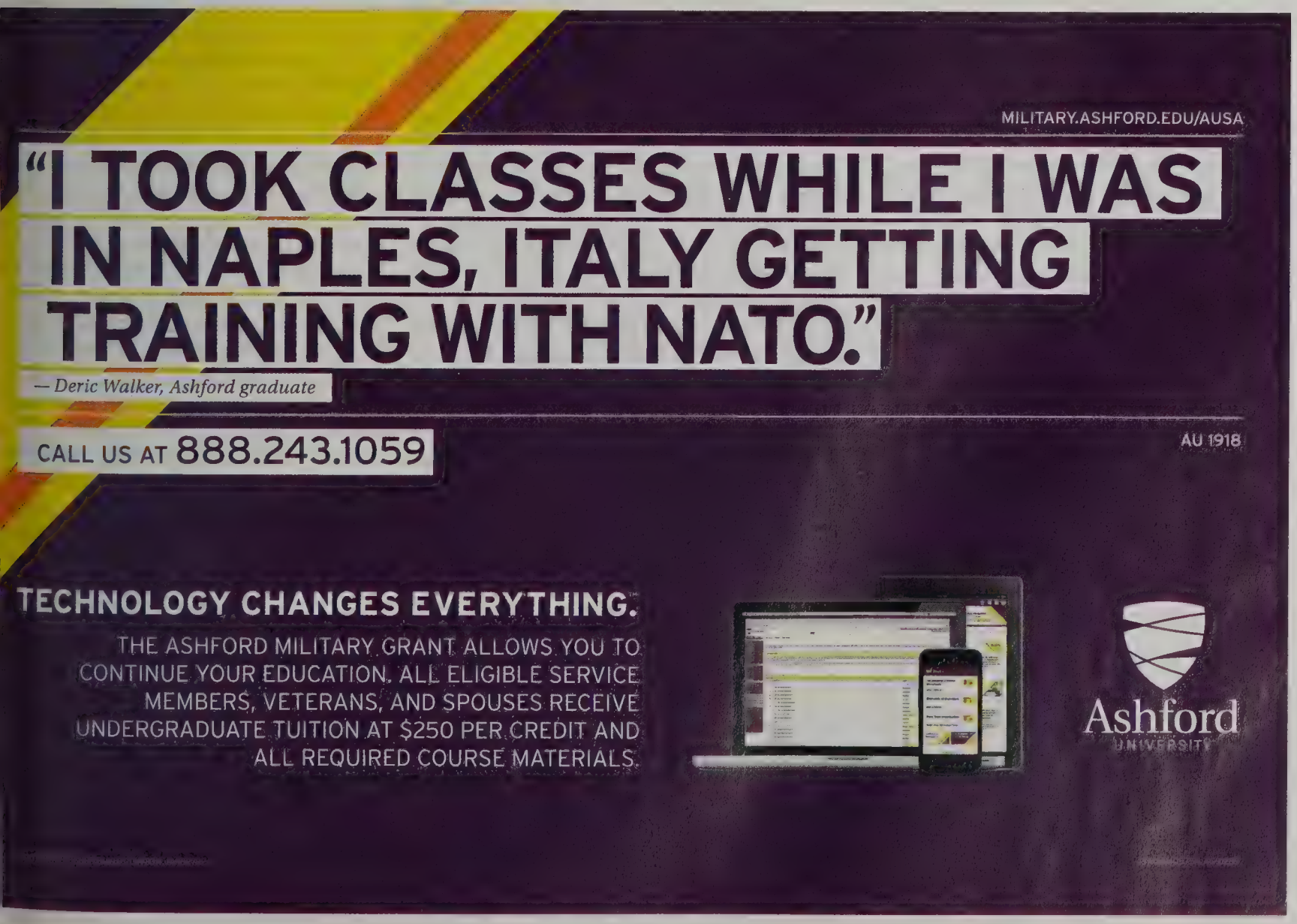
Human Resource (HR) Solutions develops performance-based acquisition packages and provides full life-cycle contract management and support in four mission areas: management and administrative support, personnel services and support, recruitment and retention, and studies and analysis.

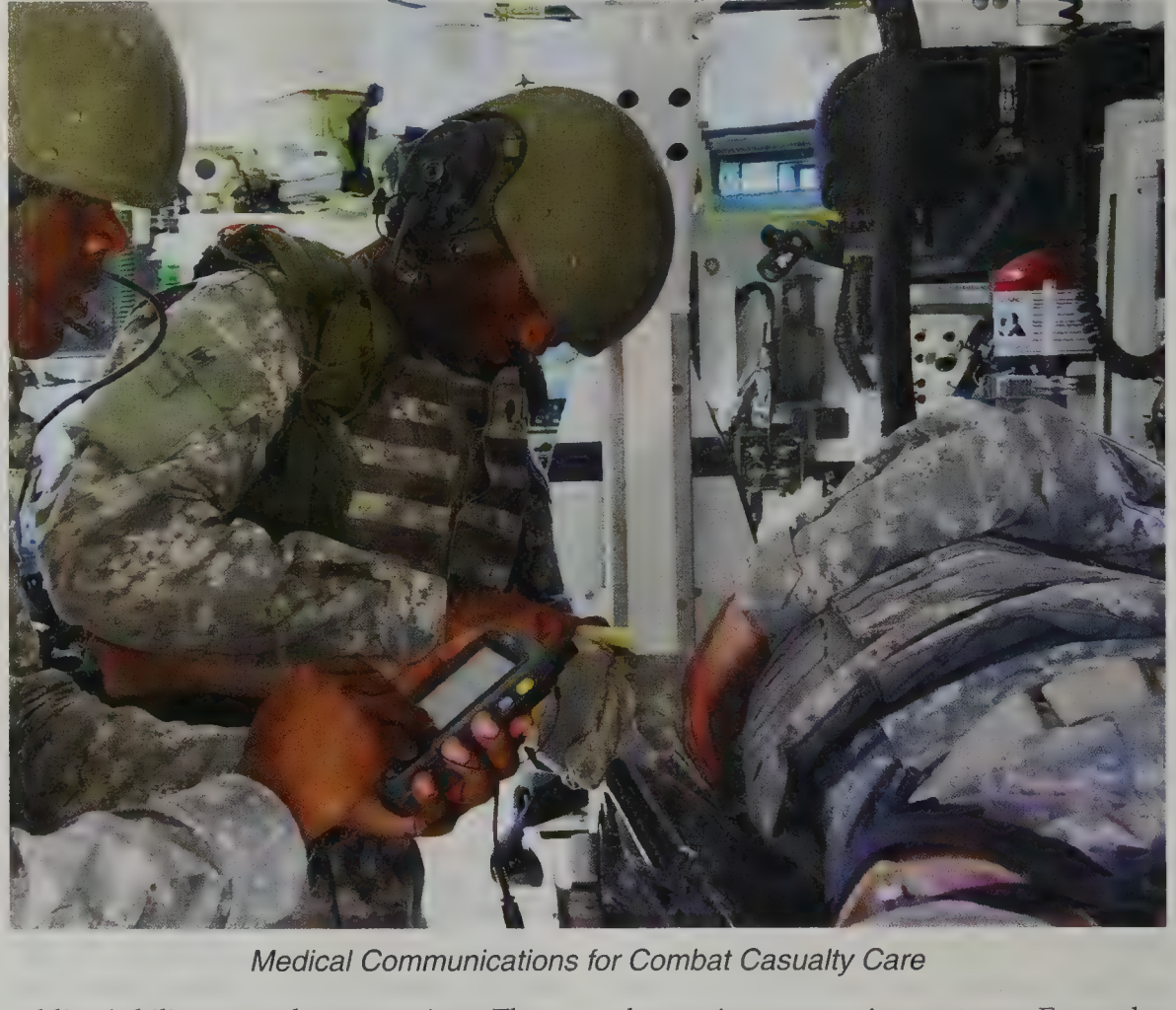
Through the use of 57 indefinite delivery/indefinite quantity contracts, HR Solutions provides timely and high-quality services at a reduced cost to support a wide variety of support services important to senior leaders, soldiers and their families.

Installation Information Infrastructure-Communications and Capabilities (I3C2) supports the Army's installation-level IT activities by providing the engineering and design of the network and infrastructure as well as the tools and capabilities required to plan, coordinate, synchronize and conduct network operations. Streamlining acquisition practices to implement available technologies and deliver relevant capabilities to soldiers is essential to maintaining the technological advantage in today's battlespace. I3C2 is focused on delivering LandWarNet strategic-level infrastructure and capabilities to transform the Army network into a centralized, secure, operational and sustainable enterprise. I3C2 is delivering enhancements to the soldier's ability to effectively "fight upon arrival" and is making a significant contribution toward achieving the Army's IT objectives.

The **Installation Information Infrastructure Modernization Program (I3MP)** modernizes installation network infrastructure including voice, video, data and connectivity at Army installations in the continental United States. I3MP supports worldwide, network-centric operations and enterprise unified capabilities (UC). I3MP engineers, furnishes, fields and tests a converged UC-ready infrastructure system, connecting the desktop to the defense information systems network through the installation's campus area network, delivering security boundary equipment and supporting strategic command centers worldwide.

Established in February 2012, **Korea Transformation (KT)** was the principal enabler for achieving the joint U.S./Republic of Korea (ROK) Strategic Alliance 2015 objectives. KT develops, engineers and delivers command, control, communications, computers and intelligence (C4I) systems and services throughout Korea as part of a seamless transition to U.S. Army Garrison (USAG) Humphreys, with no impact on





Medical Communications for Combat Casualty Care

soldiers' ability to conduct operations. These efforts are in direct support of the $10 billion transformation of forces in Korea from Cold War locations to the new alliance warfighting command structure, consolidating 104 camps and stations into 48 installations and two enduring hubs. This will align and shape the force structure based on U.S. and ROK enhanced capabilities, and it will position U.S. forces for increased peninsular and regional security.

The KT product office provides an end-to-end architecture for the relocation of United Nations Command and U.S. Forces Korea C4I assets and capabilities from USAG Yongsan, the Seoul metropolitan area, and other designated locations to USAG Humphreys. The U.S. Army Pacific (USARPAC) area of responsibility was added to the program in August 2012, including modernization of IT infrastructure for voice and data systems, inside and outside plant, and C4I capabilities for all USARPAC command centers.

Power Projection Enablers (P2E) has a global presence and is responsible for acquiring and implementing enterprisewide IT capabilities and services supporting deployed forces in the Central Command, European Command, Africa Command and Pacific Command areas of operation. P2E provides the Army with capabilities and adaptive processes that support net-centricity, secure access to knowledge, and improved information systems and services throughout the Army. P2E supports the Army's ability to integrate and manage the infrastructure as an enterprise to enhance capabilities and efficiencies through the implementing enterprise systems. Examples include email, active directory, Army global directories, Army processing centers and related technologies deployed across all Army organizations.

Integrated Personnel and Pay System-Army (IPPS-A) will provide the Army with an integrated, multicomponent personnel and pay system that will streamline Army HR and enhance the efficiency and accuracy of Army personnel and pay procedures. The tool will be Web-based; available 24 hours a day; and accessible to soldiers, HR professionals, combatant commanders, personnel and pay managers, and other authorized users throughout the Army. IPPS-A addresses major deficiencies in the delivery of military personnel and pay services and also provides internal controls and audit procedures that prevent erroneous payments and loss of funds.

Army Human Resource Systems (AHRS) is a system of systems that consists of three main components. The deployed theater accountability system is a real-time system available in theater and worldwide, capable of interfacing with other DoD systems and providing top-of-the-system analytical information by name, Social Security number/electronic data interchange-person identifier, unit, location, and day. The tactical personnel system is a stand-alone portable system that creates manifests and jump manifests for tactical units and provides accountability for all soldiers and civilians. The electronic military personnel office is a reliable, timely and efficient mechanism that performs personnel actions and strengthens accounting with multicomponent unit functionality.

Within AHRS, **Installation Managen Systems-Army (IMS-A)** provides a mated standard business applications t sist installation commanders in mana critical business functions at Army inst tions to better support sustaining base erations, and it deploys to meet the n of warfighters. IMS-A consists of the in lation support modules system and ra facility management support system.

Medical Communications for Con Casualty Care (MC4) provides the Arr solution to the presidential and cong sional objectives set forth in 1997 by 10, which calls for a medical tracking tem for all deployed servicemembers. M is a ruggedized system of systems con ing medical software packages fiel to operational medical forces worldw Composed of joint software and com cial- and government-off-the-shelf p ucts, MC4 provides the tools necessar digitally record and transfer critical me data from the foxhole to medical treatm facilities worldwide.

Reserve Component Automation tems (RCAS) provides integrated W based software solutions and support vices to administer, manage, prepare mobilize approximately 550,000 Army tional Guard and U.S. Army Reserve diers serving in units located at nearly 4 sites in all 50 states, three U.S. territo the District of Columbia and Europe. RCAS suite of software consists of 14 a cations within four major functional a mobilization, safety, personnel and f authorization.

Along with the representative PEO grams noted previously, the U.S. Arm 3/5/7 Force Management Enterprise D sion sponsors **Enterprise Managem Decision Support (EMDS)**, a Web-enab database-driven readiness and resour data system operated on the secret Inte protocol router network (SIPRNet). EM pulls disparate data from multiple auth tative data source systems in near real-t to deliver an Armywide common opera picture of global force readiness info tion for planning, assessment and fore ing. The disparate, holistic data en Army leaders to evaluate Army aggre and unit readiness, personnel, equipm training and information resources fro desktop computer, 24/7.

The EMDS enterprise business int gence system retrieves and integrates u sified and unclassified data retrieved f multiple data sources to deliver custom able, automated dashboards and table/c views of readiness and resourcing info tion—all from a single, common ac point portal for historic, current, predic and future data, thus eliminating h hours of manual data collection and need to research multiple data systems.

GROUND COMBAT SYSTEMS

'rogram Executive Office Ground Com- Systems (PEO GCS) manages the de- opment, systems integration, acquisi- ı, testing, fielding, modernization and tainment of the U.S. Army's ground ıbat systems to provide world-class, af- dable and relevant capabilities to sol- rs and marines. Systems include the ams main battle tank, Bradley Family of icles (FoV), self-propelled howitzers, nored Knight FoV, M113 armored per- nel carrier, M88 HERCULES, armored ltipurpose vehicle, Stryker FoV, ground ıbat vehicle, robotics and unmanned und systems. PEO GCS operates with a ltibillion-dollar annual budget and re- ıs more than 1,200 military and civilian ployees, including three board-selected my project managers and one U.S. Ma- e Corps joint project manager.

oject Manager Armored Brigade mbat Team (PM ABCT)

he PM ABCT serves as the life-cycle nager for the Army's armored combat icle programs, including the Abrams k, M88 HERCULES, Bradley fighting icle, M113 armored personnel carrier, adin, field artillery ammunition supply icle (FAASV), Armored Knight FoV l the armored multipurpose vehicle.

oduct Manager Abrams

he **Abrams Tank** provides soldiers with mobility, firepower and shock effect to cessfully close in and destroy enemy es on the complex, integrated battle- d. It is the only weapon system that can hstand the impact of high-energy war- ds and remain lethal in full spectrum rations. The 120 mm main gun on the A1 Situational Awareness (SA) and A2 SEPv2, combined with the powerful 0-hp turbine engine and special armor, ke the Abrams tank suitable for attack- or defending against large concentra- ıs of heavy armor forces on a highly al battlefield and for roles that require ck effect, wide-area surveillance, com- ed arms maneuver, and mobile direct power to support Army mission re- rements.

While every vehicle is designed to have a ce, weight and power (SWaP) margin incremental improvements, recent up- des made to the Abrams M1A2 SEPv2 e left little margin for future improve- nts. To alleviate these SWaP constraints, Army launched the **Abrams engineer- change proposal (ECP) 1 program**, ch is designed to buy back SWaP by re- igning and modernizing many elements he tank. This program is a modification he system that leaves the essential capa- y unchanged. The Abrams ECP1 pro- n will help ensure that the Army can



M1A2 SEPv2 Abrams Tank

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seamlessly incorporate future upgrades into the Abrams without degrading operational performance.

The centerpiece of the ECP1 upgrade will be to restore lost power margin through the integration of a larger generator, improved slip ring, battery management system, and a new power generation and distribution system. The modified slip ring on the turret will provide the ability to transmit larger amounts of data into the turret, in addition to providing more power. Overall, these efforts will improve protection, sustainment and power generation for the vehicle.

The ECP1 upgrade will ready the tank to accept the Army network components in the short term, while building the necessary margin to accept future capabilities in the decades to come. The communications package will integrate the joint tactical radio system (JTRS)-handheld, manpack, and small form-fit (HMS) into the Abrams, replacing the single-channel ground and airborne radio system (SINCGARS). To address these network requirements, the Abrams will integrate a gigabit Ethernet data bus to allow greater data processing and transmission.

While the Abrams remains the dominant vehicle on the battlefield, the ECP1 program will make it more formidable by including a new armor package for increased protection, an ammunition data link connecting the fire control system to the main gun, and an auxiliary power unit (APU) designed for use in mounted surveillance operations. It also will replace line-replaceable units with line-replaceable modules, improving the onboard electronics and commander's display. This electronic upgrade will mitigate impending obsolescence issues and provide the ability to quickly diagnose and replace card level failures. In addition, an updated version of the counter-remote-control improvised explosive device electronic warfare (CREW) system will be incorporated during the recapitalization process.

The **Abrams Integrated Management (AIM) Configuration Process** is used for recapitalization of the tank fleet. Under AIM, tanks are completely disassembled and many of the components are refurbished at the Anniston Army Depot, Ala. The assemblies are then shipped to the Joint Systems Manufacturing Center (JSMC) in Ohio, where General Dynamics Land Systems reassembles the tanks to a zero-time/zero-miles standard. AIM also serves as the venue to apply modifications and upgrades like embedded diagnostics, improved line-replaceable units, and redesigned hull and turret network boxes in conjunction with the recapitalization program. Upgraded, digitized M1A2 SEPv2 tanks are planned for production through December 2014. The M1A1 upgrade program produced its last vehicle in July 2011. Fielding of the M1A1 SA tanks will continue through the summer of 2014.

The **Abrams M1A2 SEPv2 (System Enhancement Program)** has a digital command-and-control system that provides situational awareness updates to other tanks within the unit. Vetronics architecture ties all electronic components in the tank together and provides increased survivability and supportability. The commander's independent thermal viewer (CITV) provides a hunter-killer capacity, allowing the M1A2 SEPv2 to engage one target while simultaneously tracking another. Improved onboard diagnostics allow the tank to self-diagnose faults without any additional special tools or equipment. The M1A2 SEPv2 also has integrated C4ISR capabilities, which incorporate Force XXI Battle Command Brigade and Below (FBCB2) to provide real-time command and control situational awareness. The sights use a ond-generation forward-looking infr (FLIR) thermal-imaging system for creased lethality and survivability. SEPv2 package also includes a compu ized mass-memory unit and color m and displays. A thermal management tem increases electronic reliability and creases crew fatigue.

The **Abrams M1A1 SA** includes the ner's primary sight, with second-ger tion FLIR technology and the stabil commander's weapons station (SCW Other technologies include Blue F Tracker (BFT)—a digital command-a control system that gives commander formation about their location relativ friendly forces—and the power-train provement and optimization program (t integrated engine revitalization and proved transmission), which provides survivability and durability. Survivab technologies include frontal armor and ret side armor upgrades.



Abrams tank undergoing ECP1 upgrade

Product Manager Bradley/Armore Knight

Product Manager Bradley/Armored Kn manages approximately 6,452 M2/M3 M2/M3 A2 Operation Desert Storm (OS and M2/M3 A3, as well as 334 MA Bradley fire support team (BFIST) vehi and 465 M707/M1200 Knight FoV.

The **Bradley M2A3 Infantry/M3A3 C alry Fighting Vehicle (IFV/CFV)** facili enhanced command-and-control capa ties, provides mobile protected transpo infantry to critical points on the battlef and performs cavalry scout and othe sential missions. Upgrades in this prog include advanced technology in the are command and control, lethality, surviv ity, mobility, and sustainability require defeat current and future threat fo while remaining operationally compa with the main battle tank. The M2/M3 hicle armament includes the 25 mm M Bushmaster cannon, the TOW II missile tem and a 7.62 mm M240C machine gun

The M2/M3 A3 provides overwatch fires to support dismounted infantry to suppress and defeat enemy tanks connaissance vehicles, IFVs, armored sonnel carriers, bunkers, dismounted fantry and attack helicopters. The version (M2) of the A3 Bradley fighting hicle is used most often to close with enemy by means of fire and maneu The primary tasks performed by the version (M3) as part of a troop and squadron are reconnaissance, security guard missions.

The A3 is a digitized platform with electronics architecture and an impro target acquisition system that includes ballistic fire-control package with hu killer functionality via a commander's

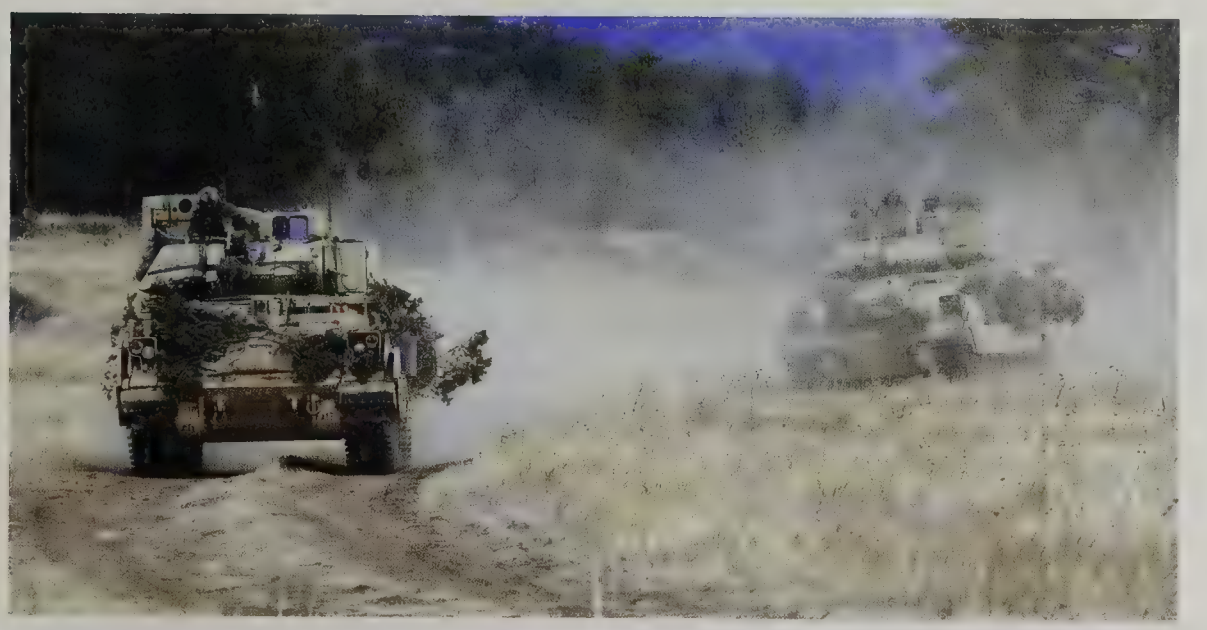
endent viewer. Optical improvements ude two second-generation FLIRs and television cameras, which display in- nation to the soldiers in the back of the icle and significantly improve the real- e situational awareness for the entire nounted or mounted crew.

he A3 integrated command-and-control kage incorporates the Army's digital mand-and-control suite of automated sages, overlays and friend-or-foe graph- that meet the Army's objectives for a y digitized force. This same digital com- nd-and-control capability was incorpo- d into the A2 Operation Desert Storm.

he A3 variants reflect the latest itera- s of a fighting vehicle family that in- les the Bradley M2/M3 A0, A1, A2, A2 S, BFIST vehicles and M2A2 ODS engi- r vehicles.

he Bradley Operation Desert Storm-Sit- ional Awareness (ODS-SA) M2/M3 A2 version implements a digital architec- e to mitigate obsolescence and provide monality. The M2/M3 A2 ODS-SA sys- consists of a modified A2 ODS turret chassis. The A2 ODS-SA electronic ar- ecture is based on a dual redundant ser- data bus. All major turret system units linked through this bus for signal and a transfer.

he A2 ODS-SA systems have the im- ved Bradley acquisition subsystem



M3A3 Bradley Fighting Vehicles

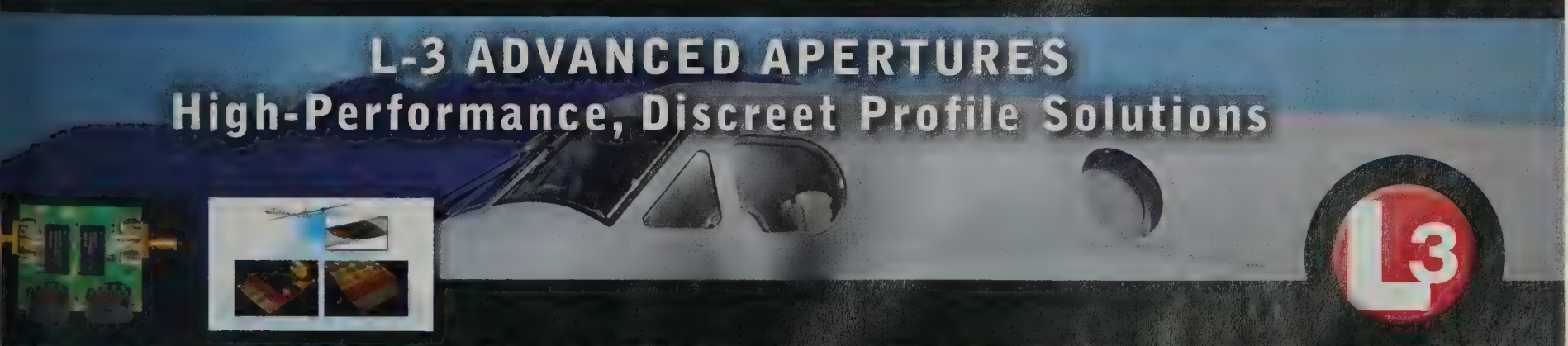
(IBAS) for the gunner that replaces the Bradley eye-safe laser rangefinder integrated sight unit in the A2 ODS. The sight has a day television and a FLIR channel, both with narrow and wide fields of view. The sight images are displayed as video images to the gunner and commander on cathode ray tube-based biocular virtual image displays. The IBAS also has a gunner's monocular direct-view optics port for the day view channel and a laser rangefinder for target ranging. The line of sight is inertially stabilized. The M7 BFIST SA (M7 SA) vehicle is the FIST version of the Bradley ODS-SA and was first unit equipped to the 81st Brigade Combat Team, Washington National Guard, in October 2010.

To ensure the vehicle can enable the Army's network investment and incorporate other Army programs of record without further degrading operational performance, basic improvements will be made in two iterations as part of the upcoming **Bradley ECP program**. ECP1 is designed to address the weight growth of the vehicle and includes four capabilities: extended



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life; heavyweight track designed to handle larger vehicle weights; heavy weight torsion bars, which will restore ground clearance lost to increased weight, improving cross-country mobility and underbelly blast protection; and improved durability road arms and shock absorbers, designed to reduce operating costs and maintenance intervals at increased vehicle weights. ECP2 is focused on meeting electric-power generation and computing requirements for network systems.

The **M7A3 Bradley Fire Support Team (BFIST)** program is executing to the Army Campaign Plan and completed modularization of the force in fiscal year (FY) 2012 with 255 A3 BFIST vehicles and 79 M7 BFIST SA vehicles. BFIST vehicles are required to conduct various mission scenarios including reconnaissance and surveillance, reporting of enemy activity in the area of operations, reporting of hazards and obstacles to movement, and the coordination of indirect-fire support. Both versions have equivalent mobility, survivability, signature and night-vision capability, and they use common repair parts with the maneuver force they support. Target designation for all available laser-guided munitions is required, including those delivered by mortars and airborne platforms.

The **M7 SA BFIST** is one of the two models that replaced all M981 (FISTV). The M7 SA integrates both existing and improved FIST mission equipment packages (MEP) onto an M3A3 chassis. Features incorporated from the M3A3 chassis include the 25 mm gun, 7.62 mm coaxial machine gun, precision lightweight defense advanced global positioning system (GPS) receiver (DAGR) and the Bradley eye-safe laser rangefinder. The current M7 SA BFIST uses the stand-alone computer unit, the ruggedized handheld computer (stowed) and the forward observer system, with full interoperability with advanced field artillery tactical data system fire support networks. The inertial navigation system provides navigational capability based on a blended inertial/GPS solution.

The second model that replaced the M981 (FISTV) is the **A3 BFIST**. It incorporates the FIST MEP with a digitized M3A3 chassis. Features incorporated from the M3A3 chassis include the commander's independent viewer with 360-degree traverse and the IBAS, both second-generation FLIRs, to improve target acquisition and engagement; the 25 mm gun; the 7.62 mm coaxial machine gun; DAGR; and digital command-and-control enhancements. The first unit equipped for the M3A3 BFIST was the 4th Infantry Division in 2003.

The Fire Support Sensor System (FS3) is being integrated into both BFIST configurations. The FS3 is composed of two subassemblies: the long-range advanced scout surveillance system (LRAS3) and the laser designator module (LDM), which will soon be replaced by the diode-pumped laser designator module (DLDM). When the LRAS3 and LDM are integrated into the BFIST vehicle, it becomes known as the FS3.

LRAS3 provides twice the amount of target detection over the IBAS, while targeting and designating under armor from the gunner's position. This capability meets the 2004 heavy/light ordnance objective. The BFIST with FS3 will allow the fire support team to detect, identify and designate targets for precision munitions at greater ranges while remaining protected by the vehicle's armor. The new ranges meet the requirements and allow for laser-guided smart munitions, laser-guided bombs, and missiles for rotary- and fixed-wing aircraft. The first unit equipped with the A3 BFIST with FS3 was the 1st Brigade Combat Team, 2nd Infantry Division, in August 2011.

The **M1200 Armored Knight** is fielde combat observation lasing teams in mored brigade combat teams (ABCTs) fantry brigade combat teams (IBC Stryker brigade combat teams (SBCTs) battlefield surveillance brigades as we FISTs in IBCTs. M1200s are used to perf terrain surveillance and target acquisi and provide precise day-and-night far get location capability in support of support missions.

The MEP of the Knight family of v cles—including the M1200 Armored Kn and its predecessor, the M707 Knight—c sists of an FS3 laser designator, rangefir and thermal imager, a digital comma and-control system that includes a blen inertial/GPS navigation and targeting a pability, and a self-defense weapon. I fielded in 2008 after successfully integra the MEP onto a modified armored secu vehicle (ASV) chassis, the M1200 Arm Knight's precision targeting system pro vides computational capability for v precise self-location and far-target loca and laser designation capability for u conventional ordnance, laser-guided m tions, and precision-guided projectiles s as Excalibur.

The 465th and final M1200 Arm Knight was produced in the second q ter of FY 2013, and almost all have b fielded or are scheduled to be fielded addition, 154 of these M1200s have turned from Iraq and Afghanistan have gone through reset. Block I and B II modification work order installations scheduled for FY 2014, and these modi tions will ensure a pure M1200 fleet ensure the commonality of all M1200 mored Knights into sustainment.



M1200 Armored Knight

Product Manager Armored Multi-Purpose Vehicle (AMPV)

In 2007, the Army terminated the M armored personnel carrier program, ci inadequate force protection, the inabilit incorporate future technologies, and the bound Army network because of sp weight, power and cooling.

The **armored multipurpose veh (AMPV)** program was created to rep approximately 3,000 M113-series platfo in the Army's ABCTs—approximately third of the entire ABCT fleet. AMPV is ri marily a vehicle integration program, n developmental program. It will incorpo existing M113 MEPs into already es lished platforms.

AMPV must be affordable and base proven technical solutions with a high gree of commonality with existing A systems. Force protection, mobility power requirements continue to be cri performance drivers for the program.

AMPV will replace the M113 in five sion roles: general purpose, Mission C

id, mortar carrier, medical evacuation medical treatment.

duct Director Mounted neuver Support Systems

he **M113 FoV** provides a highly mobile, ivable and reliable tracked-vehicle form that, with upgrades, is able to o pace with Abrams- and Bradley-ipped units and is adaptable to a wide ge of current and future battlefield tasks ugh the integration of specialized mis- modules. Although not presently in duction, the more than 10,000 M113 FoV ems in Army vehicle inventories consti- a significant percentage of present and re heavy division assets.

he latest A3 models provide various de- tives within the FoV, with major perfor- ce improvements in mobility, reliability survivability through installation of a hp 6V53T engine with an X-200-4A smission. Coupled with reconfiguration he driver's station and several other ve- e subsystems, these improvements pro- e battlefield mobility commensurate the supported Abrams/Bradley ma- ver force and permit a range of en- ced survivability options.

he **M88A2 Heavy Equipment Recov- Combat Utility Lift and Evacuation tem (HERCULES)** is a fully tracked, vy-armored vehicle developed to ac-



M113A2 armored vehicle

complish safe, effective and independent battlefield recovery operations. It implements swift and effective combat evacuations through the battlefield recovery operations of towing, winching and lifting. HERCULES is the primary recovery support for the 70-ton M1 Abrams tank, the Wolverine and other heavy combat vehicles.

The M88A2 includes a 1,050-hp engine; a 35-ton boom; overlay armor; a 140,000-pound, single-line, constant-pull main winch; and a 3-ton auxiliary winch for deploying the main winch cable. When compared with the M88A1, these upgrades improve towing power by 25 percent, lifting capability by 40 percent and winching abil-



ity by 55 percent. The system is in full-rate production and deployment. Fielding began in July 1997.

Product Manager Self-Propelled Howitzer Systems

Product Manager Self-Propelled Howitzer Systems manages approximately 1,168 platforms including the M109A6 Paladin, M992A2 field artillery ammunition supply vehicle (FAASV) and Paladin/FAASV integrated management (PIM) vehicles, which consist of the self-propelled howitzer and carrier ammunition tracked vehicles.

The **M109A6 Paladin** 155 mm self-propelled howitzer provides the primary indirect-fire support to modular ABCTs. Like the earlier M109 models, the M109A6 Paladin is a fully tracked, armored vehicle. The enhanced Paladin configuration is achieved through extensive modifications to existing M109A2/A3 vehicle hulls and the subsequent introduction of an entirely new turret structure.

The Paladin includes an onboard Paladin digital fire-control system (PDFCS), a vehicle location/navigation system, secure radio communications systems, an improved M284 cannon and M182A1 gun mount, automotive improvements, improved ballistic and nuclear-biological-chemical protection, driver's night-vision capability, and built-in test equipment. Additional chassis upgrades include a remotely actuated travel lock (for quicker site occupation and displacement), larger torsion bars (to help support the additional weight) and a low-heat rejection engine with an improved cooling system. The Paladin has improved responsiveness, survivability, lethality and reliability compared with the earlier M109s.

A parallel U.S. Army recapitalization effort was seen in the **M992A2 Field Artillery Ammunition Support Vehicle (FAASV)**. The basic M992A0 FAASV emerged from an industry research and development project designed to provide self-propelled field artillery units with a ballistically protected vehicle capable of performing critical resupply and support functions. The FAASV system was type-classified and entered production in 1983. Based on an M109 howitzer chassis that provided the resupply asset with mobility and survivability characteristics commensurate with the supported cannon element, the system is paired on a one-for-one basis with the Army's M109A6 Paladin self-propelled howitzer.

The **Paladin/FAASV Integrated Management (PIM)** program is a modernization program engineered to improve readiness, force protection and survivability, and to increase sustainability of the M109A6 Paladin and the M992A2 FAASV platforms through 2050. PIM will leverage fleet commonality for vital components including the Bradley engine, transmission, final drives and suspension. PIM uses the existing M109A6 main armament and recently designed chassis structure, while replacing outmoded chassis components with advanced components from the Bradley fighting vehicle, to increase sustainability and commonality across the ABCT. PIM also incorporates select technologies from the non-line-of-sight cannon, including a (modified electric) projectile rammer and modern electric-gun drive systems to replace the current hydraulically operated elevation and azimuth drives that were designed in the early 1960s.

The M109 FoV platforms will be fitted with BFT capability to ensure interoperability with other platforms. These upgrades and better communications technology will significantly improve situational awareness on the battlefield and reduce the logistics footprint within the ABCT. The new electric-gun drives and rammer components, as well as a microclimate air conditioning system, will be powered by the common modular power system (CMPS), utilizing a 600-volt onboard electrical system. Once delivered to the field, the PIM vehicles will give ABCT commanders a more capable and sustainable vehicle, p viding them with increased confidenc their artillery fleet.

Project Manager Stryker Brigade Combat Team

The **Project Manager Stryker Brig Combat Team (PM SBCT)** develops, p duces and sustains the full range of safe liable, supportable and effective Stryker hicle systems—a diverse fleet of medi weight vehicles capable of being rapi deployed to trouble spots around world.

The **Stryker Family of Vehicles (F** consists of 10 unique mission equipm packages incorporated into the ei wheeled, common combat vehicle platf configurations.

The Army's responsibility to satisfy 2 century requirements for effective full sp trum operations required an improved pability for the rapid deployment of hi integrated combined arms forces, poss ing overmatch capabilities, exploiting power of information and human poten and combining the advantages of both l and mechanized forces across the full ra of military and nonmilitary operations. result, the Army invested in the Stryker I

In 2000, the Stryker became the first combat vehicle to be acquired by the A in more than 20 years. Its procurem emerged following the challenge prese in 1999 by then-U.S. Army Chief of S GEN Eric K. Shinseki: "We must prov early entry forces that can operate joi without access to fixed forward bases, we still need the power to slug it out win decisively."

Strykers have accumulated more tha million combat miles in Operation En ing Freedom and Operation Iraqi Freed There are 17 Stryker variants.

In March 2010, the Stryker underwe game-changing transformation when Army took lessons learned from the and incorporated an improved hull de



M109A6 Paladins

protect soldiers from improvised explo- devices (IEDs) and roadside mines. se production vehicles were delivered anuary 2011.

his new underbody design, known as a **ible-V hull (DVH)**, was based on proven nology similar to that found on MRAP icles, which deflect blasts away from vehicle and the soldiers inside. This id engineering effort went from con- tion to production in less than one year l debuted in Afghanistan in early sum- r 2011.

he M1126 infantry carrier vehicle (ICV) troop transport vehicle capable of carry- nine infantry soldiers and their equip- nt and requires a crew of two—a driver a vehicle commander. The ICV is armed h a remote weapons station that supports M2 .50-caliber machine gun or the Mk 19 omatic grenade launcher, the M6 counter- asure device (smoke grenade launcher) an integrated thermal weapon sight. The er nine flat-bottom variants consist of M1130 commander's vehicle, the M1127 onnaissance vehicle (RV), the M1131 A1 support vehicle, the M1129 A1 mounted rtar carrier, the M1134 antitank guided sile vehicle, the M1132 engineer squad icle, the M1133 medical evacuation ve- e and the M1135 nuclear-biological- mical reconnaissance vehicle. The M1128 bile gun system is based on the ICV but



U.S. Air Force/TSgt. Michael R. Holzworth

Fire-control system inside an M1126 Stryker infantry carrier vehicle

modified to incorporate a 105 mm turreted gun, an autoloader system and a crew of three.

The addition of the DVH provides improved blast protection for the Stryker crew and is currently being fielded in Afghanistan. Based on the unique operating environment encountered there, DVH ICVs (ICVVs) were provided in lieu of DVH RVs because the ICVV's remote weapon station afforded greater protection and lethality and carried more personnel. To continue to perform scout missions, a kit was developed that will facilitate the installation of



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the RV's unique mission equipment package into ICVVs.

The Stryker supports communications suites that integrate the single-channel ground and airborne radio system (SINCGARS) radio family, enhanced position location reporting system (EPLRS), Force XXI Battle Command Brigade and Below (FBCB2) or BFT, global positioning system (GPS), high-frequency (HF), multiband very high frequency and ultrahigh frequency (VHF/UHF) radio systems and computer workstations using command post of the future software.

The Stryker is also in the midst of an ECP upgrade program. The goal of the **Stryker ECP Program** is to address current space, weight, power and cooling deficiencies and lay the foundation for the success of future improvements to the platform. Specifically, the ECP program will allow the platform to accept the Army's communications network and provide the flexibility to accept unknown future upgrades. Some but not all ECP upgrades will be made to both the DVH and flat-bottom hull variants.

Ground Combat Vehicle Project Management Office

The **Ground Combat Vehicle (GCV)**, managed by PM GCV, is the centerpiece of the Army's overall combat vehicle modernization strategy. The GCV is the Army's replacement program for the infantry fighting vehicle (IFV) in ABCTs, which will develop and deliver an affordable and effective IFV by focusing on affordability and program risk reduction through the use of established technology and prudent performance trades.

The need for the GCV is driven by compelling current and emerging threats and a critical need for better force protection. Soldier input, informed by more than a decade of war, identifies clear requirements for an IFV that can safely deliver a full nine-soldier squad to the battlefield in an IED environment under armor. No single vehicle available today can provide that combination of capabilities. The Army remains firmly committed to the success of the GCV program to provide needed protection and mobility to soldiers.

In the technology development (TD) phase, the Army has executed a three-pronged strategy that uses contractor-developed, best-value designs, technical and operational studies of existing vehicle platforms, and continued analysis of existing alternatives to assess GCV requirements against cost and schedule benchmarks.

Competitive development efforts from the two TD phase contractors' efforts supported three main objectives: completing preliminary design reviews for each contractor's design, testing selected subsystem prototypes to reduce risk, and informing designs while maturing the draft design and performance specification.

In support of a fully informed Milestone B, the Army fully resourced and executed a GCV IFV analysis of alternatives (AoA) dynamic update in accordance with approved GCV IFV AoA dynamic update guidance issued in October 2011. The AoA dynamic update consolidated information from the parallel nondevelopmental vehicle assessment and TD design concept efforts to produce a more comprehensive understanding of requirements, trade space and system-level alternatives. The overall approa produced results to inform capability velopment document requirements ma ration and identify affordable alternati for the GCV IFV program. The final rep was issued in May.

Throughout 2012, the Army conducte nondevelopmental vehicle (NDV) asse ment with a combination of live testing a engineering analysis that evaluated dome and international vehicles. The assessme confirmed that currently fielded vehicles optimized for performance within their pected operating environments but are li ited compared with specific GCV capabil performance areas. Although all assess NDVs met some critical GCV requiremer none met the minimum requirements wi out needing significant redesign.

The nearly completed successful GCV phase has satisfied the Army's intend purposes, validating that the developmer path is viable by doing cost and operatio effectiveness analyses, reviewing preli nary designs, and accomplishing selecti subsystem testing. These efforts will su port a Milestone B in mid-2014. The Ar expects to award engineering and manuf turing development (EMD) contracts in fourth quarter of FY 2014.



Stryker vehicle with M2 .50-caliber machine gun

Robotic Systems Joint Project Offi

The **Robotic Systems Joint Project Off (RS JPO)** takes a joint services perspect in managing the development, acquisiti testing, systems integration, product i provement and fielding of robotic syste that will form the backbone of the comb force of the future. RS JPO manages t M160 antipersonnel mine clearing syste the PackBot family of systems, the TALO family of systems and the ultra-light rec naissance robot (ULRR) Systems.

The **M160 Anti-Personnel Mine Cle ing System**, Remote Control, is a 6-t tracked robot designed for tele-operati from either mounted or dismounted po tions to perform area clearance of antip sonnel mine-sown areas. The M160 de nates or destroys antipersonnel mines in 66-inch-wide path through the action o rotating chain and hammer flail system t fills the light flail mission in the area-cle ance family of systems.

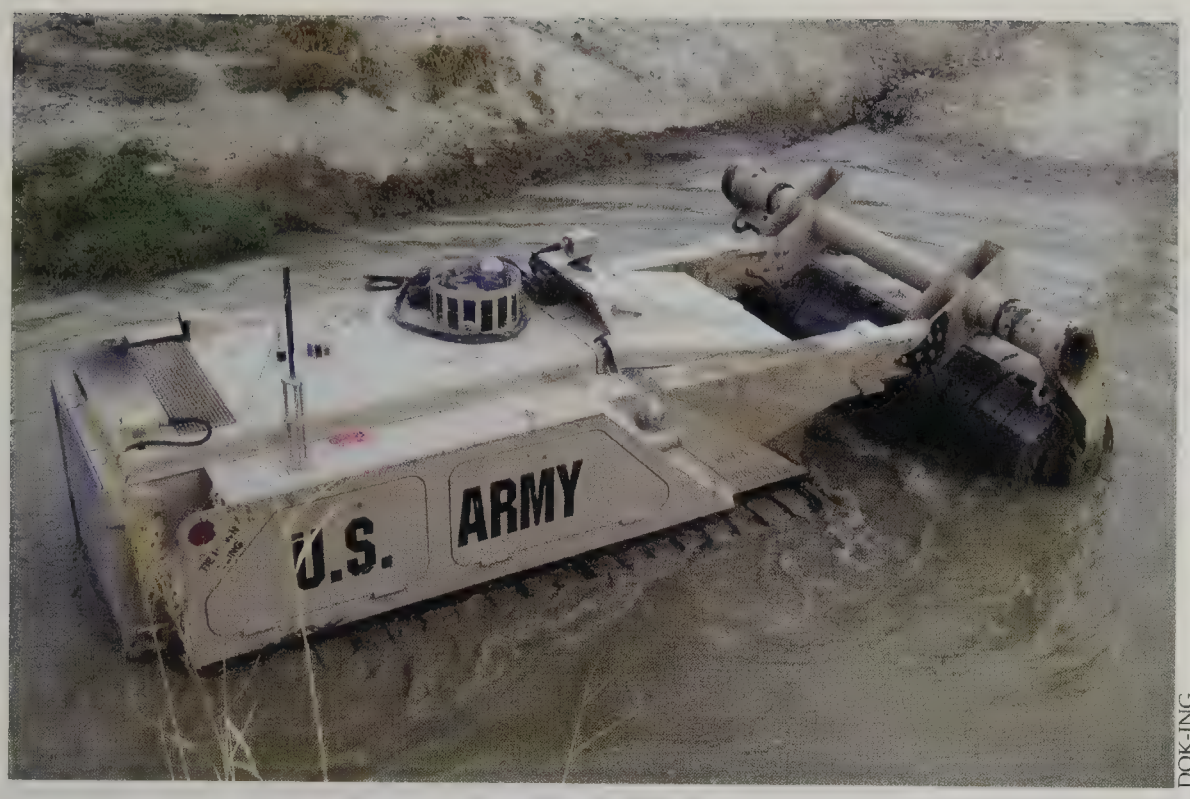
M160 system improvements are imp mented via an engineering change proce Multiple engineering change propos have been approved and integrated into e M160 design to enhance the robot's utili for the soldier or marine. These impro ments include transportability certificati software version updates to allow vehi maintainers to troubleshoot and isol causes of failures at the vehicle cont panel, and updated marking requiremer The M160 was originally procured a commercial off-the-shelf (COTS) item, bu has made the transition to a program

rd and is currently in production.

ne **Route Clearance and Interrogation tem (RCIS) program** is developing and grating an appliqué system on two ex- ng platforms: Type 1 and Type 2. The S Type 1 will allow the tele-operation he high-mobility engineer excavator IEE) and its capabilities, enabling sol- s to interrogate, classify and excavate p-buried explosive hazards, IEDs and es in a wide range of road surfaces and conditions. This capability is designed emove soldiers and expensive route- rance vehicles and equipment from the effects of explosive hazards. The RCIS e 2 will allow the tele-operation of the 31 and its capabilities, enabling soldiers mi-autonomously control the mine det- ion roller, debris blower, and trip/com- d wire detonating device and prevent at forces from using concealed locations reseeding routes with explosive haz- by clearing routes of trash and debris. materiel development decision is ex- ed in the fourth quarter of FY 2013, Milestone B planned a year later.

ne **Husky Mounted Detection System IDS)** is a two-increment program, with ect Manager Close Combat Systems ing the program and primarily respon- for increment A, which is the develop- t and integration of ground-penetrating r and deep-buried detection payloads. crement B, RS JPO is responsible for development of semi-autonomy capa- (SAC) and total system integration. Husky SAC will enable an operator to -autonomously control all functions of sky and its payloads in an unmanned e from inside a control vehicle at stand- nd will remove the operator from the imity of the effects of explosive haz- The operator will be able to deactivate AC capability and operate the Husky e manned mode. Milestone B for incre- A is scheduled for 2013. Milestone B crement B is scheduled for FY 2015 is reliant upon the outputs from incre- A.

e **Man-Transportable Robotics Sys- Increment II (MTRS Inc II)** provides andoff capability for soldiers and nes to detect and confirm presence, ify disposition, and counter hazards roviding an unmanned platform for oads in support of current and future ion requirements. The system is in- ed to be vehicle-transportable and ca- e of being carried by two soldiers. system will be highly mobile and in mounted and dismounted opera- . MTRS Inc II will be a multimission ular system that can be reconfigured dding or removing sensors, manipula- rms, and mission module payloads, ing this capability to operate together these sensors through the operator ol unit (OCU). The program reached



DOK-ING

M160 Anti-Personnel Mine Clearing System

pre-materiel development decision in June, with an approved capability production document.

The MTRS Inc II system will perform in all types of operations, provide protective maneuver for soldiers and marines and the dismounted assault, and be employed in all environments, including asymmetrical and military operations in support of conventional war, explosive hazard detection, combating terrorism, peace enforcement, and peacekeeping operations. This capability will also be used to confirm or deny the presence of weapons of mass destruction (WMD) in support of WMD eliminations, WMD interdiction, and the capability to re-

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TALON robot

spond to hazardous material events or accident and consequence management response.

The **PackBot** is a COTS, small, tele-operated, tracked robotic platform. The system is modular and easily reconfigured. Basic mission packages include an articulated arm with a gripper, a color surveillance camera with ultra low-light and zoom capabilities, and a rugged game-style controller for the common, ruggedized laptop operator control unit. Two different styles of manipulator arms are available within the PackBot family. The first is a small arm manipulator with 42-inch extension and a lifting capacity of 5 pounds throughout the full range of motion. The second is a three-link arm that can extend 80 inches and lift 30 pounds close to the chassis and 10 pounds at full extension.

Multiple variants of the PackBot have been fielded, including the PackBot 500 explosive ordnance disposal, PackBot 500 FIDO chemical sniffer, and PackBot 510 FasTac. A recent software upgrade on the PackBot 510 platform enhances plug-and-play interoperability of all 500 and 510 series payloads on the FasTac chassis.

The SUGV 310 is a lighter member of the PackBot family that has been procured to assist the explosive ordnance disposal (EOD) community. The Mini-EOD (SUGV 310) is a COTS, lightweight, manportable, tracked robotic vehicle. The Mini-EOD is composed of a manipulator arm with camera, lights and a chassis with four drive cameras. The user wears a monocle to see what the robot sees and operates the vehicle with a small handheld device similar to that used in common gaming systems, both attached to a wearable operator control unit.

The Mini-EOD can navigate various types of terrain including rocky, sandy and uneven surfaces. Its low-light capabilities enable it to perform day and night. The pivoting manipulator arm is capable of extending up to 2 feet and can lift up to 15 pounds close in and 7 pounds fully extended.

RS JPO utilizes feedback from units using the Mini-EOD in theater and U.S. training sites to develop enhancements and solutions for improved performance, reliability, and operational effectiveness for the soldier or marine. More than 1,900 PackBot family robots have been supporting operations in theater.

The **TALON Family of Systems** is a COTS, vehicle-transportable, tele-operated, multiterrain tracked system that has the operational flexibility for a variety of missions. The TALON provides standoff protection during remote reconnaissance and surveillance. The gripper attached to control arm can support explosive o nance disposal as well as additional er neer support activities that may not invo interrogation of IEDs. The systems incl three cameras and a modular design that lows for plug-and-play upgrades.

The TALON family of systems has dergone various improvements throu user feedback to enhance operator prot tion, system endurance, camera resoluti situational awareness, radio communi tion and mission data storage. Additio improvements being developed and eva ated include an increase in manipula arm dexterity, improved communicat range in urban and covert scenarios, and creased drive motor torque to improve s tem mobility.

The TALON family is supporting s diers and marines with explosive ordna disposal, route clearance engineer supp and reconnaissance and surveillance m sions. Approximately 800 TALON syste were fielded in Operation Enduring Fr dom and Operation New Dawn. Appro mately 450 systems are supporting vari training requirements in the United St and abroad.

The **Ultra Light Reconnaissance Ro (ULRR)** systems answer a requirement small, throwable robots. Currently, t COTS systems have been selected to p ceed for limited fielding to meet an op tional need.

The DR-10 is a lightweight, compact, m timission remote platform, developed supporting small dismounted military u and patrols. Using a wearable controller, warfighter sends the DR-10 in first to g situational awareness and take action. DR-10 OCU is a portable and wearable s contained control unit using three ma components: the OCU radio unit, the b tery and the hand controller. For maxim load-out flexibility, the major compone of the OCU are housed in soft pouches signed with modular lightweight load-c rying equipment.

The 110 FirstLook is a small, rugg lightweight, throwable robot designe be the eyes and ears of the frontline sold Its primary function is to provide the op ator with hasty situational awarenes dangerous and challenging environme Situational awareness is provided on f sides of the robot by the four day/ni color cameras with LEDs in the front the rear, providing a 360-degree field view. The 110 FirstLook is ideal for a ra of infantry missions and special operati including building clearing, raids other close-in scenarios. It provides warfighter with the ability to investig areas during secondary searches, such tunnels, culverts and Karez systems, w reducing exposure to threats in these c fined environments.

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COMBAT SUPPORT AND COMBAT SERVICE SUPPORT

ıe **Program Executive Office for Com-Support and Combat Service Support O CS&CSS)** directs and coordinates efforts of our project and product man-rs/product directors in managing more ı 350 Army systems, including several t service programs, across all phases of r life cycles. Our core competency lies ıe life-cycle management of the Army's e projection equipment, transportation ems, mobile electric power systems, AP vehicles and tactical wheeled vehi-. Striving to be agile for changes in sions, threats and technologies, our ıly skilled workforce provides pro-n management and acquisition excel-e in order to field urgently needed and bat-ready equipment to soldiers and warfighters engaged across the spec-ı of military operations. We are com-ed to ensuring that capable, affordable ems develop in a timely fashion to sat-current and future joint warfighter re-ements.

rogram phases fall into the areas of: systems acquisition (concept refine-t or technology development), gener-consisting of research and develop-t programs and before a Milestone B; ems acquisition (between Milestone B full materiel release); systems after full eriel release (in production and fielding ses); and two types of sustainment (op-ons and support)—systems that have pleted fielding, are no longer in pro-ion, and are managed directly by the ect manager (PM); and systems that e completed fielding, are no longer in luction, and are managed by an Army eriel Command commodity command, for which the PM remains the life-cycle ager.

ıe breadth of systems and portfolio ar-within PEO CS&CSS' span of interest ıdes numerous areas of joint interest opportunities to improve efficiency, ca-lity and affordability for the future force. With responsibilities for contin-y basing, mobile electric power and r energy-intensive areas, PEO CS&CSS ts are at the forefront of finding solu-s to unburden the soldier and squad, roving their mobility, lethality and sur-ıility across the board. Likewise, as we e to rightsize all of our tactical vehicle s, field the latest joint capability in the light tactical vehicle, and improve the ıency of retained vehicles, PEO CS& is employing careful fleet management egies to sustain the most capable future s. Moreover, our full embrace of the y's strategic modernization planning t will continue to ensure that science technology insertion opportunities are to the fullest extent practicable and that our life-cycle management efforts most effectively support the urgent needs of today's force while balancing long-term soldier requirements.

Project Manager Force Projection

The **Project Manager Force Projection (PM FP)** encompasses the Product Manager (PdM) Bridging, Product Manager Combat Engineer/Material Handling Equipment (PdM CE/MHE), Product Director Contingency Base Infrastructure (PdD CBI), Product Manager Force Sustainment Systems (PdM FSS), Product Manager Petroleum and Water Systems (PdM PAWS), Product Manager Sets, Kits, Outfits and Tools (PdM SKOT), and PdD Test, Measurement and Diagnostic Equipment.

Product Manager Bridging

The **Product Manager (PdM) Bridging** is committed to developing, acquiring, fielding and sustaining gap-crossing solutions that meet soldiers' requirements. PdM Bridging works with other defense organizations on a range of existing and emerging bridging systems including the Wolverine heavy assault bridge, armored vehicle launched bridge, improved ribbon bridge, bridge erection boat, common bridge transporter, rapidly emplaced bridge system, dry support bridge system, M3 medium girder bridge, joint assault bridge, assault breacher vehicle, improved boat cradle, bridge adapter pallet and line of communication bridge.

The **Dry Support Bridge (DSB)** provides the Army with assault and support bridging for gaps of up to 40 meters, with testing under way to increase the length to 46 meters. The DSB replaces the outdated, manpower- and time-intensive medium girder bridge with a mechanical system capable of emplacing a 40-meter bridge with eight soldiers in 90 minutes or less. In addition, the DSB will improve current bridge load-carrying capacity, moving it up to military load classification 96 for wheeled traffic, such as a fully loaded heavy equipment transporter. The DSB is designed for transportation as a palletized load by the common bridge transporter, palletized load system (PLS) trailers or service support units equipped with PLS trucks.

Assault bridging and gap crossing are supported by the **Assault Breacher Vehicle**, providing an in-stride complex obstacle-breaching capability based on the M1A1 Abrams tank hull for armored brigade combat teams. The **M104 Wolverine Heavy Assault Bridge system** is a legacy bridge system that used the M1A2SEP platform to horizontally launch and recover a 26-meter bridge while under armor, fielded in small quantities before program termination in 2002. The **Joint Assault Bridge program** will provide an M1A1-based platform to launch and recover the legacy armored vehicle launched bridge (AVLB) scissor bridge and replace AVLB launchers in combat engineer units. The rapidly emplaced bridge system (REBS) provides bridging capability to Stryker brigade combat teams.

A recently emerging requirement to provide the infantry brigade combat team (IBCT) with capability to conduct assault gap crossing is the **Light Assault Gap Crossing Capability (LAGCC)**. The LAGCC will address three capability gaps. The type I bridge will be a footbridge that addresses an urgent need for assault/tactical gap crossing capability for dismounted soldiers in IBCTs. The type II bridge will provide a



Dry Support Bridge



High-Mobility Engineer Excavator

crossing capability up to 8 meters aboard a vehicle organic to the IBCT. The type III bridge will provide a combination assault rafting/assault wet gap crossing capability that can be used in full spectrum operations. The requirements documents for these capabilities are under development.

Product Manager Combat Engineer/ Material Handling Equipment

The **Product Manager Combat Engineer/Material Handling Equipment (PdM CE/MHE)** is responsible for providing the primary mission equipment to the Army's combat engineer brigades and material handling equipment to all Army organizations. PdM CE/MHE is the life-cycle manager for 210 various type-classified systems covering a worldwide fleet of approximately 20,000 vehicles. The programs of record subject to PdM CE/MHE-intensive management are the add-on armor program, all-terrain engineer crane type II heavy, all-terrain lift Army system type II, asphalt mixing plant, backhoe loader, bituminous material paving machine, construction equipment service life extension program, engineer mission module-water distributor, engineer rapid airfield construction capability (ERACC)-enhanced earthmoving, ERACC-mobile engineer tech lab, ERACC-soil stabilizer system, heavy grader type I and II, heavy loader type I and II, heavy scraper, high-mobility engineer excavator type I and II, hydraulic excavator type I, light capability rough terrain forklift, light dozer type I and II, light loader type II, machine-powered mower, medium dozer type I and II, dust palliative dispenser, portable asphalt patcher, portable concrete mixer, rough terrain container handler, rough terrain forklift, self-propelled concrete saw, skid steer loader type II and III, soil density tester, vegetation removal tool, vibratory plate compactor, water well drill rig, and wide-area mower.

These programs support the current engineer forces within Stryker, heavy and infantry brigade combat teams, engineer support companies, vertical and horizontal companies, asphalt and concrete teams, and multirole bridge companies. PdM CE/MHE also supports the Transportation, Quartermaster, Medical, Aviation and Military Police corps.

The **High-Mobility Engineer Excavator (HMEE-I)** continues to be the PdM's top-priority program. The HMEE-I is a high-speed excavator that is fielded to the Army's brigade combat teams (BCT) and other selected engineer units. It replaces the small emplacement excavator, whose useful life ended in fiscal year (FY) 2005. The HMEE-I is a diesel-engine-driven, self-propelled, four-wheel-drive vehicle with a hydraulically operated, front-mounted loader bucket and a hydraulically operated, rear-mounted backhoe bucket. The HMEE-I has a 1.5-cubic-yard front-loader bucket, a 0.28-cubic-yard backhoe bucket, a 14-foot digging depth and a climate-controlled cab. The HMEE-I was designed to maintain pace with maneuver units and has a top speed of 60 mph.

Another activity with a broad range of engineering applications involves the development of **Engineer Mission Modules**. Permanently mounted on standard PLS flat racks, the modules are loaded via truck load-handling equipment, which allows drivers to configure their vehicles for a specific mission. By using fewer trucks and more modules, the concept provides a cost-effective means of modernizing the fleet of engineer construction equipment. Other engineer mission modules configurations available include the M5 bituminous distributor, which has a capacity of 2,800 gallons; the M6 concrete mobile mixer, which has a capacity of 5 cubic yards when u on the PLS truck or trailer and 8 cubic y when used on the ground as a batch p and the M6 dump body, which has a ca ity of 12 to 14 cubic yards. Currently un going fielding is the M10 3,000-gallon w distributor for use with the PLS truck.

Product Director Contingency Bas Infrastructure

The **Product Director Contingency I Infrastructure (PdD CBI)** is utilizing system-of-systems analysis tool, virtual ward operating base and a continge base relational knowledge base to dev and maintain an integrated toolset. U this integrated toolset and the continge base relational database, PdD CBI will termine and update base-camp capab packages, provide analytical support portfolio investment decisions, and en contingency base camps to be implemen and optimized as an integrated syste the base level. Working with its stakeh ers across the doctrine, organization, t ing, materiel, leadership policy and ed tion, personnel, facilities, and policy (D MLPF-P), PdD CBI will enable effective ficient and sustainable base camps wi enhancing the mission effectiveness of rent and future unified land operations.

Product Manager Force Sustainm Systems

The **Product Manager Force Sust ment Systems (PdM FSS)** has life-c management responsibility for cargo a delivery equipment, field feeding and services systems, force provider and e ditionary base camp systems, and sh systems that include heaters and can flage netting.

The **Joint Precision Air Drop Sys (JPADS)** is a family of systems. JP 2,400 pounds (JPADS 2K) has been t classified and fielded to authorized u allowing conventional military aircra accurately drop munitions and many o supplies onto the battlefield while m mizing the risk to aircraft and the poss ity of enemy detection of aircraft c zones. The systems use gliding paraci decelerators, global positioning sys (GPS)-based guidance, navigation and trol, weather data assimilation and an drop mission planning tool to deliver c with near-pinpoint accuracy. The first bat JPADS cargo airdrop took place in gust 2006. Based upon theater feedbac creased capabilities were incorporate reduce the retrograde burden, provide rain avoidance and provide even greate curacy. The JPADS 10,000 pounds (JP 10K) has completed operational testing been type-classified and received full r rial release in FY 2013. JPADS 10K pro tion started in FY 2013 and fielding wil gin in FY 2014.

The **Low-Cost Aerial Delivery System (LCADS)** is a family of aerial delivery products on the opposite end of the technology spectrum from JPADS. By means of simplified designs and use of commercially available low-cost materials, PdM FSS has fielded an array of expendable parachutes and containers as a cost-effective means of either battlefield resupply or providing humanitarian aid. Purpose-built for one-time use, these items are uniquely suited for employment in the combat environment where the recovery of aerial delivery equipment is either impractical or puts warfighters at risk. At 50 percent less cost than legacy aerial delivery equipment, LCADS provides tangible dollar savings, and because LCADS parachutes come prepacked from the manufacturer, there is no need for skilled parachute riggers to maintain this equipment. The LCADS low-velocity version is currently the highest demand cargo parachute for use in Afghanistan.

The **Multi-Temperature Refrigerated Container System (MTRCS)** provides the capability to transport and store refrigerated and frozen products in a single container. The MTRCS, used by quartermaster subsistence platoons at corps level and BCTs to support ration distribution and storage, consists of an insulated 8-foot-by-8-foot-by-20-foot International Organization of Standards (ISO) container with an engine-driven refrigeration unit that allows operation on-the-move. Two compartments are separated by a moveable partition, allowing the container to be tailored to the specific load. The result is more efficient space utilization and reduced transportation requirements. The MTRCS is constructed to interface directly with Heavy Expanded Mobility Tactical Truck-Load Handling System (HEMTT-LHS) and PLS trucks for transport. More than 700 MTRCS have been fielded, including 100 issued in Afghanistan to remote bases.

The **Assault Kitchen (AK)** provides remote feeding capability at forward-deployed sites and enables hot meals on-the-move with a minimal footprint. The AK's trailer-mounted design and heat-on-the-move capability allow for minimal setup time, near-instantaneous feeding, and a short time on the ground at remote feeding sites. It can support multiple feeding sites per day or can be downloaded for static operations. Its tray ration heater heats prepared foods such as unitized group ration-heat and serve (UGR-H&S) and operates on 120-volt alternating current (AC) using power from the vehicle's NATO slave receptacle and a power inverter. The AK can prepare and serve enough rations to feed 250 soldiers within 90 minutes.

The **Mobile Integrated Remains Collection System (MIRCS)** is transforming mortuary affairs operations by providing a system that is responsive, deployable, agile, versatile and sustainable. The MIRCS provides a mobile facility for the initial processing and storage of human remains on the battlefield. It is a self-contained, expandable, ISO-compatible shelter with a receiving/processing area, administrative area, refrigerated storage for 16 remains and storage for operational supplies. It has an onboard power generator, environmental control and wastewater storage, and it includes all components necessary to operate in support of the full spectrum of military and peacetime disaster support operations. The MIRCS is constructed to interface directly with the HEMTT-LHS for transport. Fielding of the MIRCS was initiated in September 2010, with two deployed in Afghanistan in 2011.

In response to warfighter needs, the **Force Provider Base Camp System**, initially developed as a deployable rest and recreation system, has been repurposed into an expeditionary base camp for soldiers on the front lines. It is affectionately known as the Army's home away from home. The expeditionary configuration features a 600-person module in component sets that can be divided into four equal company-size sub-modules. It incorporates the use of an air-beam-supported tent, extendable, modular personnel (TEMPER) shelter and TRICON-based hygiene, laundry and feeding systems. The four equal sub-modules enable the commander to deploy 150 personnel to four separate locations without sacrificing any capability, providing commanders greater flexibility in deciding where to base combat power. The air-beam TEMPER shelters make setting up the billeting and administration tents very easy, reducing the time it takes to establish an entire 600-person camp from weeks to just a few days. The tent's air beams are inflated with an air compressor, similar to filling an automobile tire with air; it takes less than 30 minutes to set up each tent. In addition, other recently incorporated features provide the ability to air-transport all necessary equipment for a complete 150-person camp in a single C-17 aircraft, and, after reaching its final destination, the sub-module can be fully operational in less than four hours with a trained crew of eight personnel, providing quality latrine, shower, laundry, billeting and feeding facilities for soldiers.

A recent technological improvement being integrated into Force Provider modules is the **Shower Water Reuse System (SWRS)** capability. Similar to the technology used for the Army's tactical water purification system (TWPS), the SWRS makes up to 75 percent of the shower wastewater produced in a camp available for reuse. This will significantly reduce the logistics burden for Force Provider base camps, where up to 20,000 gallons of water are used in daily camp operations to support 600 personnel.

In response to theater requests for additional capabilities that reduce operational energy requirements and the overall fuel consumption throughout Afghanistan, PdM FSS is rapidly evaluating and adopting energy efficiency technologies for immediate use. Recent examples include insulated tent liners, energy-efficient lighting, door systems, solar barriers and power distribution system configuration changes that were successfully evaluated at Fort Devens, Mass., and are being integrated into deployed Force Provider modules first, followed by



Shower Water Reuse System



Petroleum Quality Analysis System-Enhanced

new production and modules returning for reset.

Another recent technology is a power-management microgrid kit that will be applied to the current 60-kilowatt tactical quiet generators to provide automatic on/off capabilities for the generators based upon load demand within the camp.

These combined improvements will cut the fuel consumed in the Force Provider base camps by more than 50 percent.

The Army's **Base Camp Integration Laboratory (BCIL)**, managed and operated by PdM FSS, enables the Army and the joint services to evaluate and explore emerging base camp operational energy, resource efficiency and environmental stewardship solutions in a live warfighter environment. The focus is on solutions that could be deployed immediately to improve energy, water and waste efficiency while reducing environmental risks at tactical small unit base camps outfitted with Force Provider and similar equipment sets. The BCIL is being used to evaluate proposed solutions transitioning from U.S. Army Research and Development Command laboratories and/or industry from an integrated system of systems perspective, including immediate solutions such as energy efficient liner systems, solar shade systems, new heating technologies, water reuse technologies, energy management microgrid power systems and renewable energy technologies, as well as emerging technologies for future product development programs.

Product Manager Petroleum and Water Systems

The **Product Manager Petroleum and Water Systems (PdM PAWS)** is responsible for a range of petroleum laboratories, petroleum storage and distribution systems, water purification and treatment systems, and water storage and distribution systems.

The **Petroleum Quality Analysis System-Enhanced (PQAS-E)** is a fully integrated fuel laboratory installed in an environmentally controlled ISO shelter, mounted on an XCK2000E1 trailer with support equipment, supplies and a tent. The PQAS-E is a complete petroleum laboratory capable of B-2 level testing on kerosene-based and diesel fuels. System software provides an information database/expert system for the technician to consult in interpreting test results and in making recommendations for the disposition of fuels. The PQAS-E features an internal data acquisition system on a stand-alone computer, which delivers a comprehensive hard-copy test report showing the result and the acceptable range for each test. The tent structure serves as a customer service area where samples can be received, logged and stored before processing.

The **Modular Fuel System (MFS)** is a vital enabler for petroleum distribution operations in the modular force BCTs and support brigades and was developed specifically for use with the palletized load system and HEMTT-LHS. The MFS capitalizes on PLS/LHS enhanced mobility, speed of download and multicommodity capabilities. The flexibility of the MFS, which includes 14 ISO-certified, 2,500-gallon-capacity tankrack modules (TRM) and two 600-gallon-per-minute pumprack modules (PRM), allows for multiple modes of operation to distribute fuel. The MFS is a rapidly deployable and recoverable fuel storage/distribution system able to receive, store, and issue fuels on the battlefield. The system has a 35,000-gallon capacity. The system can be manifolded and placed into operation in one hour or less using four trained 92F (Petroleum Supply Specialist) personnel. It can also be disassembled and packed for transport in one hour or less. Each TRM has onboard storage compartments for hoses, nozzles, fire extinguishers and grounding rods. Each PRM has a diesel-engine-driven centrifugal pump, filter separator, sufficient hoses, refueling nozzles, valves, fittings and an auxilia pump for gravity discharge operations, a fittings to establish eight retail and/or bu dispensing points (total of 16 points p system). The system can also be fitted wi a fuel additive injector. The Army does r have legacy storage/distribution syste that can compare with the increased mob ity, capability, compatibility, maintainab ity, sustainability and performance of t MFS. The TRM can also be used in conjur tion with the HEMTT tanker. This config ration enables brigades to carry and distr ute their required fuel supply wh minimizing personnel and prime movers

The **Fuel System Supply Point (FSS** consists of fabric storage tanks of vario sizes, pumps, filter separators, fittings a hoses. The systems are contained in IS compatible modules. The FSSP is the p mary system for receiving, storing and iss ing fuel within a theater of operation. T system configuration can be tailored to sit ational requirements. The FSSP has the fl ibility to provide storage and delivery fuel for a few thousand to hundreds thousands of gallons. It is capable of rap emplacement and recovery and can transported to the operational site by wide variety of transportation assets.

The **Load Handling System Compatib Water Tank Rack (Hippo)** represents t latest technology in bulk water distributi systems. The system is a mobile hard-w system providing potable water to thea and brigade units. The Hippo consists o 2,000-gallon water tank rack with pum filling stand, and a 70-foot hose reel w bulk suction and discharge hoses. It is fu functional mounted or dismounted and transportable when full, partially full empty. The Hippo prevents water fro freezing at minus 25 degrees Fahrenheit a is compatible with the HEMTT-LHS and t PLS truck and trailer. The Hippo replac the semitrailer mounted fabric tank. It p vides the Army with the capability to ceive, store and distribute potable water cooking, drinking, showering and cleanin

The **Unit Water Pod System (Camel)** consists of an 800- to 900-gallon storage pacity tank, heater unit, government-fi nished M1095 medium tactical vehic (MTV) trailer, and contractor-develop components mounted to or carried by t trailer. Under the Stryker brigade comb team (SBCT) concept, the Camel II will p vide a maneuver unit with a one-day su ply of potable water for drinking and oth purposes. If the unit has another source f drinking water, such as bottled water, t Camel II can provide a two-day supply f potable water for other purposes. T Camel II is the unit's primary water distr ution system and will be used by units at l echelons throughout the battlefield, repl ing the M107, M149 and M1112 series 4 gallon water trailers (Water Buffalo).

oduct Manager Sets, Kits, Outfits d Tools

he **Product Manager Sets, Kits, Out- and Tools (PdM SKOT)** manages re than 50 of the Army's combat engi- r and ordnance SKOTs, providing in- trial-quality tools with lifetime war- ties, foam cutouts for rapid inventory, l increased ease of accountability and nsportability to the soldier. PdM SKOT's ad portfolio includes ordnance SKOTs tracked and wheeled vehicle emergency air and maintenance, armament systems air, hydraulic systems repair, metal king and machining, cutting, and weld- . These systems provide commanders h unprecedented capability to repair ve- es, ground support equipment and pon systems on-site.

ngineering SKOTs provide specialized s and equipment to enable combat and struction engineers to train for and sup- t operations in urbanized areas in addi- to field engineer and general construc- tasks. These sets are required to perform spectrum operations including expedi- bridge repair, construction of field forti- tions, building erection, and construc- of combat obstacles throughout the neuver area.

iving/boats and motors SKOTs pro- e specialized and commercial tools and ipment to support both special opera- s and engineer divers. The diving sup- t sets provide specialized ensembles g with critical life-support equipment nable divers to perform combat and ning missions worldwide. In addition, M SKOT manages the inflatable boats their associated outboard motors in port of dive, combat engineer and spe- operations forces.

refighting systems, load banks and spe- tools SKOTs provide specialized tools equipment to support Army firefight- Firefighting systems consist of fire pro- on systems (FPE) and the firefighter vidual requirements equipment set ES)—superior firefighting tools and pment that provide the soldier with en- ed firefighting gear and fire-suppres- capabilities in both urbanized and plex terrain. The FPE sets take full ad- age of technological advances for fire- ting, mitigating gaps in convoys and eld fire safety operations. FPE equip- t enables soldiers to conduct safer and e effective firefighting operations.

oad banks develop an electrical load, y the load to an electrical power ce, and convert or dissipate the resul- power output of the source. The load is used to accurately mimic the opera- l or real load that a power source will n actual application. Unlike the real , however, which is likely to be dis- ed, unpredictable and random in e, a load bank provides a contained, organized and fully controllable load. Consequently, a load bank can be further defined as a self-contained, unitized, systematic device that includes load elements with control and accessory devices required for operation. The goal of the special tools program is to increase efficiencies by eliminating the number of redundant and common tools and reducing the logistics footprint (weight, cube and transportation requirements); increase transportability and accountability; and add to equipment availability through reduced maintenance, turnaround and non-mission-capable times.

Product Director Test, Measurement and Diagnostic Equipment

The **Product Director Test, Measurement and Diagnostic Equipment (PdD TMDE)** is responsible for the life-cycle management of the Army's calibration sets (CALSETS), general purpose electronic test equipment and its modernization through the test equipment modernization (TEMOD) program, and the integrated family of test equipment (IFTE), composed of at-platform automatic test systems and off-platform automatic test systems.

CALSETS are sets of discrete, high-precision, generally commercial off-the-shelf (COTS) or modified-COTS calibration equipment, accessories and repair equipment. CALSETS standards are deployed worldwide to fixed and mobile teams and laboratories and are used to verify and transfer precision accuracy to the current and Future Force. A modified table of organization and equipment calibration team operates with two sets configured as the AN/GSM-705 and the AN/GSM-421(V).

The TEMOD program has procured 38 products, replacing more than 334 models of general purpose electronic test equipment in the Army inventory. TEMOD products support current and emerging communications electronics found on missile, air defense, aviation, ground, watercraft and biomedical systems. TEMOD products are state-of-the-art, COTS products providing increased reliability, higher accuracies and reduced test times.

The integrated family of test equipment is designated as a DoD standard automatic test system family. As an at-platform tester, the Army is fielding the maintenance support device version 3 (MSD-V3), a lightweight and rugged tester used at all levels of maintenance to automatically diagnose electronic and automotive subsystems of the Army's ground and aviation weapon systems and perform a weapon systems software loader/verifier mission.

With respect to off-platform testing, the Base Shop Test Facility version 3 and version 5 have been fielded; however, their replacement, the next-generation automatic test system (NGATS), is in its low-rate initial production phase. NGATS is a joint-compliant, expeditionary, interoperable off-platform tester and screener. Like its predecessors, NGATS will be enclosed in an environmentally controlled shelter powered by standard Army generators. NGATS utilizes joint service-developed test standards, architecture and technologies to meet current and future sustainment maintenance support. NGATS takes advantage of modern COTS test instruments and open-system architecture, resulting in significant improvements in capability, system reliability and reduced system costs.

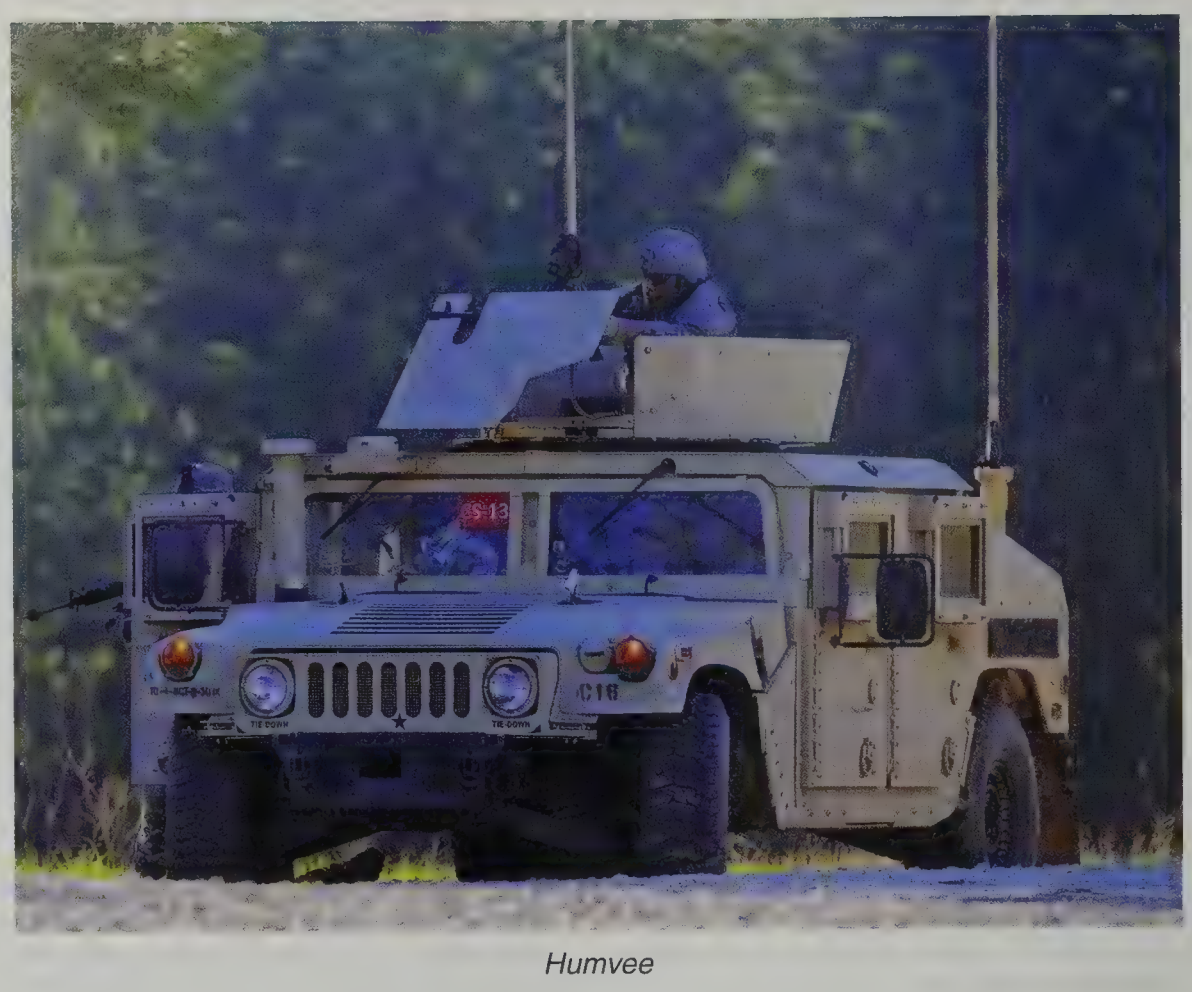
Joint Project Management Office, Joint Light Tactical Vehicles

Offices within the **Joint Program Office, Joint Light Tactical Vehicles (JPO JLTV)** include product manager (test), JLTV; three vendor-specific product managers for JLTV's



AM General

AM General's Joint Light Tactical Vehicle prototype



Humvee

engineering and manufacturing development phase; and the Product Manager Light Tactical Vehicles (PdM LTV).

The **Joint Project Management Office, Joint Light Tactical Vehicles (JPO JLTV)** is the Army's lead for the acquisition of the **Joint Light Tactical Vehicle (JLTV)**. The JLTV Family of Vehicles (FoV) and companion trailers are central components of the Army and Marine Corps' tactical wheeled vehicle strategy, balancing long-term warfighter needs of protection, performance, and payload in an affordable and expeditionary platform designed for global operations.

Capability gaps within the existing light tactical wheeled vehicle fleet are the result of an imbalance in protection, payload and performance. The JLTV FoV will deliver a balance of these capabilities within an affordable and transportable solution, meeting the Army and Marine Corps rotary- and fixed-wing, air, sea, and overland transport requirements—something no existing light tactical wheeled vehicle can do.

The development of the JLTV reinforces the Army and Marine Corps' approach to interoperable platforms that provide expeditionary and protected maneuver to forces supported by the Humvee. The JLTV also improves payload efficiency through chassis engineering, enabling the vehicles to be deployed with the appropriate amount of protection through scalable armor solutions.

The JLTV FoV includes two- and four-seat variants and four mission package configurations. The two-seat variant is a vehicle that can serve as either a utility vehicle or a shelter carrier, onto which command, control, communication, computers, intelligence, surveillance and reconnaissance (C4ISR) platforms can be integrated. The four-seat variant will serve as a general purpose vehicle, a heavy gun carrier and a close combat weapons carrier. With the scalable armor, the JLTV FoV will enable the warfighter to adapt the JLTV to a wide spectrum of military operations.

The program is in its 33-month engineering and manufacturing development phase, which consists of more than two years of developmental test and evaluation of production representative prototypes. Milestone C and entry into the production phase of the JLTV life cycle are anticipated for the third quarter of FY 2015. Low-rate initial production is anticipated to begin in the fourth quarter of FY 2015, with initial operational capability established in FY 2018. The Army acquisition objective for JLTV is 49,099 vehicles of various mission package configurations.

Product Director Light Tactical Vehicles

The **Product Director Light Tactical Vehicles (PdD LTV)** is responsible for the Army's **Humvee FoV** and **Light Tactical Trailers (LTT)**. The Army's requirement for Humvees is 136,000 vehicles. Throughout the vehicle's life, more than 250,000 have been built and placed in service worldwide.

The versatile Humvee is the Army's most ubiquitous vehicle, providing a common, light tactical wheeled capability and serving as the Army's (and other services') primary light wheeled vehicle for combat, combat support and combat service s port missions. The Humvee FoV consist multiple configurations built on a comm chassis to support various weapon syste command-and-control systems and fi ambulances and to provide ammuniti troop and general cargo transport. Humvee is equipped with a high-per mance, 6.5-liter, turbo-charged diesel gine, electronic automatic transmission four-wheel drive. It is air-transportable low-velocity airdrop-certified (except the maxi ambulance variants). The Hum can be equipped with a self-recovery draulic winch and can support payloads to 5,100 pounds (including crew and pi loads), depending on the model.

Recent-production Humvees are built the expanded capacity vehicle (ECV) ch sis. The ECV variants were first introdu in 1995 as the M1113 shelter carrier, pro ing up to 5,100 pounds of payload, and M1114 up-armored Humvee, to prov crew protection from small-arms fire, o head fragmentation from artillery and m tar shells, and underbody protection fr antipersonnel/antitank mines. The most cent production variants of the Hum family include the M1151A1 ECV ar ment carrier, M1152A1 ECV cargo/tro shelter carrier, M1165A1 ECV comma and-control carrier and the M1167 E TOW missile carrier vehicles. Like M1114, the M1151 has a rooftop wea station that can accommodate an M M240/M60 machine gun, M2 machine g or the Mk 19 grenade launcher. Unlike lier models, these latest versions are designed for the application of additic armor packages over their base protec levels, as the mission profile dictates.

New Humvee production for the Ar ended in February 2011, although proc tion for the other services and foreign m tary sales customers continued into e 2013. Included in the Army produc was a new M997A3 ambulance configu tion, built on the ECV chassis, which planned specifically for the Army Natio Guard to meet its homeland security natural disaster relief missions. Becaus the large numbers of Humvee variant the Army and the need for their ser into the foreseeable future, plans are be developed to study technologies that co be applied to the Humvee in order to re istically improve performance and relia ity in the short term. This effort is desig to examine potential solutions that wo improve ECV performance and mobi while addressing concerns with m component obsolescence through the i gration of COTS-enhanced capabilities, sulting in a government performance sp ification to support future procureme desired.

PdD LTV has also continued the **Up-a mored Humvee (UAH) Recapitaliza**

ecap) program at Red River Army Depot, exas, and Letterkenny Army Depot, Pa. ne non-armored utility vehicle recap pro- am ended in FY 2012, and UAH recap oduction was completed in March. The ogram to bring more than 9,000 war- eary UAHs up to the latest M1151A1, 1152A1, or M1165A1 production stan- rds, however, continued at Red River my Depot during FY 2013. To save oper- ing and sustainment costs in the UAH re- p program, heavy armored production ors are being replaced with an M1025- e door for peacetime use, with armored ors to be stored and reinstalled when eded to meet operational requirements. ese M1025-like doors are being pur- ased and assembled for delivery at Rock and Arsenal, Ill. Red River Army Depot so introduced the automotive improve- ent program (AIP) to its UAH recap line March. The AIP includes new three- ece modular run-flat tires, a 400-amp al- nator, a battery disconnect switch and e relocation of A/C condensers.

PdD LTV was also responsible for the in- gration, testing, production and fielding Humvee platform-based "A" kits, which re coordinated with the selected network mponents from the Network Integration aluation at Fort Bliss, Texas. PdD LTV veloped those network components into ynchronized capability set vehicle solu- n and awarded the production to Red er Army Depot, with the production ef- t running from November 2012 to April 13. PdD LTV delivered 336 capability set- uipped M1151A1s to the Army ahead of hedule and is continuing to work with work PMs on the development of incre- ntal capability set configurations for FY 4 and FY 2015.

The **Light Tactical Trailer (LTT)** is the mvee trailer. It was tested and approved ateriel released) for use per the Humvee ssion profile. The LTT comes in three iants: 3/4-ton M1101 (LTT-L), 1 1/4-ton 102 (LTT-H), and heavy chassis (LTT-). The Army has met the LTT require- nt of 47,245 trailers. Once production mpletes in FY 2014, the Army should e a fully modernized fleet of light tacti- trailers.

PdD LTV is responsible for the **Light En- eer Utility Trailer (LEUT)**. The LEUT ability production document was vali- ed in March 2007. An acquisition deci- n memorandum from the program exec- ve officer for the approval to issue a uest for proposal for the initial contract ard in FY 2014 is anticipated in late FY 3. The LEUT will come in two variants, -ton trailer and a 12-ton trailer, to serve dedicated carriers for various combat en- eer equipment.

PdD LTV is also responsible for manag- the **M200A1 2 1/2-ton chassis** and **061A1 5-ton flatbed trailers**. Both are platforms for tactical electric power (TEP) systems acquired by PM Mobile Electric Power (MEP), and both are produced to technical data packages. The prime mover for the M200A1 is the 2 1/2-ton truck, while the prime mover for the M1061A1 is the 5-ton truck. A new production contract for the M1061A1 was awarded to Schutt Industries in November 2012, and a new production contract for the M200A1 was awarded in April, also to Schutt Industries.

Project Manager Mobile Electric Power

The **Project Manager Mobile Electric Power (PM MEP)** encompasses two source product managers—small power sources and medium power sources, and two source product directors—large power sources and battery power sources. The **Product Manager for Small Power Sources (PdM SPS)** integrates small tactical electric power generation, power distribution and environmental controls, and it manages mobile power acquisition programs and energy source solutions to enhance the operational capabilities of the warfighter.

PdM SPS provides standardized tactical electric power in the lower power range, from 0 to 5 kilowatts. Small power systems include the 2-kilowatt military tactical generator and 3-kilowatt tactical quiet generator. PM SPS manages a family of improved environmental control units (IECUs) that provide environmental control capabilities and materiel operational energy solutions to Army warfighters in the form of cooling, heating and dehumidification. The IECU program consists of three standard shelter-mounted systems in the following sizes: 9,000 British thermal units per hour (BTUH); 18,000 BTUH; 36,000 BTUH; and one skid-mounted unit of 60,000 BTUH. SPS procured more than 2,500 60,000-BTUH IECUs in support of Army requirements.

The **Product Manager Medium Power Sources (PdM MPS)** integrates medium tactical electric power generation, power distribution and environmental controls, and it manages mobile power acquisition programs and energy source solutions to enhance the operational capabilities of the warfighter.

PdM MPS provides a family of medium power sources, including the tactical quiet generator in sizes 5-kilowatt, 10-kilowatt, 15-kilowatt, 30-kilowatt and 60-kilowatt; the advanced medium mobile power sources (AMMPS) in sizes 5-kilowatt, 10-kilowatt, 15-kilowatt, 30-kilowatt and 60-kilowatt; and the AMMPS power units and power plants, consisting of generator sets mounted on the LTT and M200.

PdM MPS' major initiative for FY 2012 focused on fielding the AMMPS production generator sets. PdM MPS provides an Army type-classified material solution to warfighters located in remote combat outposts and forward operating bases. This major effort includes total package fielding of generator sets to gaining commands, combined with boots-on-the-ground operational energy assessments and training and equipping ("rightsizing") tactical units for optimal generator set implementation. PdM MPS also incorporates the power distribution illumination system electrical (PDISE) to better manage and distribute power and provides the power units/power plants product lines (generator sets mounted on standard military trailers). Each of these efforts includes fielding, production, engineering, logistic and on-site



Advanced medium mobile power sources

management personnel at multiple sites.

The **Product Director Large Power Sources (PdD LPS)** integrates large tactical electric power generation, power distribution equipment and prime power sources in support of national security and the operational capabilities of the warfighter.

The 100-kilowatt and 200-kilowatt generator set product line consists of the tactical quiet generator (TQG) sets, which were introduced in 2004. The general purpose TQG produces quality electric power for critical applications such as medical facilities and intelligence operations. TQG configurations include C-130 or C-17 transportable skid sets and trailer-mounted power units. The 100-kilowatt TQG is available as a skid-mounted set and as a power unit on an M1061A1 5-ton trailer. The 200-kilowatt TQG is also available as a skid-mounted set and as a power unit on an M1061A1 5-ton trailer. The MEP-807A replaces the obsolete 100-kilowatt military standard (MIL-STD) MEP-007B (J38712). The PU-807A replaces the 100-kilowatt PU-495B/G (J35801). The PU-807 and MEP-807 will replace all 100-kilowatt MIL-STD sets in the DoD inventory.

Large advanced mobile power sources (LAMPS) is a modernization program that will provide more mobile, reliable and logistically supportable tactical electric power sources for the DoD's 21st-century digitized forces. LAMPS will replace the currently fielded 100-kilowatt and 200-kilowatt MIL-STD generator sets, procured from 1980 through 1992, and the 100-kilowatt and 200-kilowatt TQG generator sets, which are being produced through 2014. LAMPS will provide improved tactical electric power to combat, combat support, and combat service support units throughout the Army and other military services.

The LAMPS product line will include skid- and trailer-mounted 100-kilowatt and 200-kilowatt generator sets, a 1,600-amp power distribution unit (PDU) and a remote operation kit featuring a microgrid mode that, when used in conjunction with the PDU, will allow for up to three 200-kilowatt units—or up to six 100-kilowatt units—to operate in parallel, with automatic start/stop load-following capability.

The PdD LPS prime power product line consists of the 840-kilowatt deployable power generation and distribution system (DPGDS) prime power unit. The DPGDS prime power units come in an Air Force "A" model and an Army "B" model. The DPGDS modernization and replacement effort replaced the MIL-STD 750-kilowatt sets. The units are now in compliance with DPGDS system performance specifications, which require the units to handle a full load at 125 degrees Fahrenheit.

The **Power Distribution Illumination Systems Electrical (PDISE)** provides reliable, quick-to-assemble, modular-designed power distribution equipment that is critical to deploying power networks. The PDISE family consists of five manportable end items, including two three-phase feeder systems (M200 and M100), two distribution systems (M40 three-phase and M60 single-phase) and a utility assembly kit (M46). PDISE is simple, reliable and compatible with DoD generator sets from 5-kilowatt to 200-kilowatt. PDISE subdivides and distributes electricity from single power sources to multiple equipment users within shelters and various unit complexes, and it is critical to improving the Army's ope tional energy efficiency by reducing the gistics footprint by utilizing centraliz power configurations. These systems a used to support critical C4ISR systems, t tical operations centers' central power quirements, deployable medical systen and Force Provider systems. PDISE p vides flexibility to unit operations and c be quickly set up and connected and tak down for rapid relocation.

The mission of **Product Director (Pd Battery Power Sources** centers on esta lishing a formal charter and securing t necessary funding to support an acquisiti product manager to centrally manage t Army's battery mission requirements. D ing 2012, PM MEP worked to define and tablish the soldier power/battery missi with a focus on standardization to redu the soldier's burden and the Army's cost

The primary focus of the PdD Batte Power Sources is on communications a electronics batteries as they directly aff the individual soldier and provide t greatest opportunities for improvement the short term. To address these challeng PM MEP recommended that the acquisiti of Army batteries be managed by a sin acquisition program office. Likewise, t designated battery manager should chartered and funded to manage the ent cradle-to-grave life cycle, including dev opment, procurement, fielding and susta ment. This mission includes promoti standardization through cooperation w combat developers to generate user quirements, outreach to materiel develo ers for education and assistance, and tea ing with industrial partners to enab competitive stable battery procuremer The overarching goal of this new office w be to reduce the Army's cost and logists burden, to make the soldier more effecti and to eliminate inefficiencies in battery quisition.

PM MEP continues to support warfigh operational energy demands, while leadi the charge to develop alternative and newable energy systems to meet tom row's needs. PM MEP consistently strive toward becoming the recognized lead within DoD for innovative power and en ronmental control solutions. The PM M motto is "Powering the Force."



M100 Power Distribution Illumination System Electrical

Project Manager MRAP Vehicles

Project Manager (PM) MRAP Vehic serves as the Army's service lead for te joint MRAP program and encompass thousands of highly survivable MRAP hicles under four product managers: Pd Joint Logistics and Sustainment, Pd MRAP Vehicle Systems, PdM MRAP A Terrain Vehicles (M-ATV), and PdM A sured Mobility Systems (AMS).

Fielded to address urgent needs in Iq and Afghanistan and credited with savi



MRAP vehicles

untold number of lives, MRAP vehicles armored vehicles with a blast-resistant, ottomed underbody designed to pro- the crew from mine blasts and frag- ntary and direct-fire weapons. MRAP ures four vehicle categories: Category I urban combat missions; Category II for voy escort, troop transport, explosive nance disposal and ambulance mis- s; Category III for clearing mines and losives; and the MRAP All-Terrain Ve- e (M-ATV), a smaller, lighter-weight form. A wrecker, or MRAP recovery icle (MRV), was added to the fleet in 2010.

he MRAP fleet of vehicles consists of 24 ernible variants from six commercial ufacturers. Envisioned as a few thou- d vehicles to assist with the growing at of improvised explosive devices Ds), the fleet immediately demonstrated ificantly higher survivability than er vehicles. Follow-on acquisition ed on MRAP success now supports all branches of service and U.S. Special rations Command. Ultimately, the t Program Office oversaw the procure- t of 27,000 vehicles, with the largest e coming to the Army. The smaller Cat- y I vehicles in the 17- to 25-ton range carry a crew of up to eight, whereas the er Category II vehicles weigh as much 0 tons and protect a crew of up to 10. AP vehicles can be found in a multitude issions and are the wheeled vehicle of ce for the most dangerous combat en- nters in current operations. MRAPs pro- significant protection from small arms all angles and are especially adept at gating blast effects—much more so than lighter vehicles. Most also have the ability to carry extra protection for other types of specialized threats if the mission dictates. All variants come complete with a communications suite, a gunner's turret and a chassis capable of much higher mobility than other vehicles of similar weight. Overall, the MRAP family of vehicles provides great flexibility and capability to the warfighter.

While already considerably mobile, many Category I vehicles have received suspension upgrades, including a fully independent suspension system (ISS) to replace the solid-axle system provided at the time of initial purchase. Follow-on procurements have included the ISS installed on the production floor. Other enhancements include the integration of a Common Remotely Operated Weapon Station (CROWS), a tube-launched, optically tracked wire-guided missile (TOW) improved target acquisition system (ITAS), interior and exterior survivability enhancements, ride and comfort upgrades, and exterior lighting packages.

In fall 2012, Headquarters, Department of the Army, led a study to determine the correct mixture and quantity of MRAPs that effectively balanced risk, capability and affordability. The study concluded in March, when the Army Vice Chief of Staff approved the MRAP enduring fleet composition, which retains approximately 8,000 MRAPs in three variants: M-ATV, MaxxPro Dash with ISS and MaxxPro Plus Ambulance. While assuming Army-specific program management duties for these vehicles from the Joint Program Office this month, PM MRAP is also working to shape systems for this enduring requirement.

Product Manager Joint Logistics and Sustainment

The **Product Manager Joint Logistics and Sustainment** is responsible for all aspects of planning and coordinating life-cycle logistics for the MRAP family of vehicles. From the inception of this program, the logistics team has focused on the establishment and sustainment of a high level of readiness for MRAPs deployed outside the continental United States and at training sites in the United States. Despite the fielded MRAP vehicle population growth from a few hundred to tens of thousands, the readiness rate of the MRAPs delivered to operating units has consistently remained at or above 90 percent, despite the harsh operational environment.

The rapid fielding of MRAP vehicles, combined with the relatively large number of manufacturers and corresponding vehicle types and variants, greatly increased the complexities and challenges of sustaining MRAPs. The most important activities being addressed include technical data packages and other types of documentation, training, wholesale level support, in-theater management, depot and field-level maintenance, and integrated supply chain management in preparation of the full material release of enduring MRAP variants.

The logistics team continues to coordinate the installation of survivability and mobility vehicle upgrades and the integration of command-and-control systems in the U.S. Central Command area of operations. These maintenance actions are occurring while the logistics footprint in theater is being reduced in accordance with the drawdown of U.S. military forces. A commitment to high operational readiness rates, outstanding customer service and an expeditionary mind-set is maintained throughout the drawdown of personnel overseas. The logistics team is also focused on resetting MRAP vehicles, designated for retention in the Army's wheeled vehicle fleet.

Product Manager MRAP Vehicle Systems

The **Product Manager MRAP Vehicle Systems (PdM VS)** manages both the MaxxPro and Caiman family of vehicles. Both fleets have many well-known subvariants, and with more than 8,700 MaxxPro and nearly 2,900 Caiman vehicles, PdM VS is responsible for almost half of the MRAPs ever produced.

Based on the Army Vice Chief of Staff's MRAP III study decision, the PdM VS fleet will reduce in size to approximately 2,600 MaxxPro Dash with ISS and 300 MaxxPro Plus with ISS ambulances. None of the Caiman variants were identified in the enduring fleet. For MaxxPro and Caiman vehicles that have been identified as excess, PdM VS is supporting potential foreign

military sales and divestiture options.

At the same time, PdM VS continues to deliver survivability-enhancing upgrades to the warfighter. One of the most notable upgrades brought to theater in the last year was the MaxxPro Survivability Upgrade (MSU). In less than 90 days, the MSU went from a concept to kits in theater, providing an unprecedented level of survivability protection to warfighters. This upgrade will be a major component of the MaxxPro Dash with ISS vehicles retained in the enduring fleet and ensures the vehicles will be relevant and protect the warfighter in current and future operations. Several other improvement efforts, including the incorporation of protective rocket-propelled grenade nets and enhanced communication suites, ensure that the Army's MaxxPro vehicles will continue to serve as safe, survivable and viable combat support vehicles well into the future.

Product Manager MRAP All-Terrain Vehicles

The **Product Manager (PdM) MRAP All-Terrain Vehicle (M-ATV)** manages two MRAP platforms, the M-ATV and the RG-33 family of vehicles. The team's mission is to deliver survivable, operationally relevant M-ATV and RG-33 vehicles by employing technology and sustaining maximum readiness for U.S. and coalition forces.

The primary mission of the M-ATV is to provide a protected ground mobility system capable of operating in a threat environment that involves ambushes, the use of mines, IEDs, rocket-propelled grenades, explosively formed projectiles (EFP) and small-arms fire. The M-ATV has an increased capability to operate in rough terrain. There are two M-ATV variants—the M-ATV conventional vehicle and the M-ATV Special Operations Command (SOCOM) variant.

The RG-33 platform features several variants including the RG-33L, RG-33L ambulance, RG-33L Plus with add-on armor, RG-33 SOCOM, and the RG-33 armored utility vehicle. The RG-33 is designed to reduce casualties and increase survivability for personnel subjected to mine explosions, IED detonations, EFPs, and small-arms fire. The RG-33 features a combat-proven, V-shaped hull that provides superior blast protection against symmetrical, asymmetrical and unconventional explosive hazards.

Product Manager Assured Mobility Systems

The **Product Manager Assured Mobility Systems (PdM AMS)** is responsible for managing the entire life cycle (development, acquisition and sustainment) of route-clearance equipment for the Army. This mission involves equipping the forward-deployed route clearance and explosive ordnance disposal teams operating in both Iraq and Afghanistan with the capability to detect, identify, interrogate and neutralize IEDs. PdM AMS vehicles are combined at the discretion of the field commander to create the appropriate route-clearance package. The future company configuration of a route-clearance team will consist of a Buffalo, a vehicle-mounted mine detection set consisting of two Husky vehicles, four medium mine-protected vehicles (MMPV) used for command and control, and explosive hazard predetonation (EHP) add-ons to the vehicles such as mine detection rollers. The AMS family of vehicles includes the Buffalo, Panther, RG-31 MK5E, VMMD and JERRV.

The **Buffalo Mine Protected Clearance Vehicle (MPCV)** is a six-wheeled, mine-protected, armored personnel carrier with a one-piece body designed to provide survivability for a crew of six. The front, side and rear armor provide small-arms protection, while its V-shaped hull deflects blasts from mines and IEDs. The Buffalo MPCV has an articulated hydraulic arm mounted on the front bumper and can be used to investigate suspected mine and IED locations. The Buffalo MPCV is used by engineer units during area and route-clearance missions.

The **Vehicle Mounted Mine Detection (VMMD) system** consists of two Husky vehicles operating in tandem to detect bu explosives. Each Husky has a detectio ray mounted under the vehicle, which i ployed during route-clearance operatio a suspected explosive is detected, the tem marks the spot on the ground fo low-up interrogation by either the Bu or RG-31 fitted with an interrogation ar

The **RG-31 MK5E** vehicle is designe safely transport personnel or equipme areas where mines and IEDs may be ployed. In addition, the hull of the vehi designed utilizing a V shape, which serv provide mine blast protection. The R MK5E, along with Panther vehicles, w deployed jointly as a solution to the MI requirement.

The **Panther** is a 6x6 wheeled vehicl signed to provide enhanced crew pr tion and system survivability with ad armor protection; an automatic fire e guishing system; and a chemical, biolo radiological, nuclear or high-yield e sive overpressure system. There are t variants of the Panther: the XM1226 I neer (holds four combat engineers, on bot and 180 cubic feet of storage), XM1227 EOD (holds four explosive nance specialists, two robots and 197 feet of storage) and the XM1229 Pro (seats six warfighters for intelligence, veillance, electronic warfare and targe quisition operations). The XM1226 pro warfighters with the ability to trans charge, configure and deploy the r without compromising force protec The Panther has a rear hydraulic ram crew and robot ingress/egress, and XM1226 has a bulkhead door separa the crew compartment from the cargo a

The **Joint EOD Rapid Response Ve (JERRV)** is a joint service, mine-protecte hicle with a primary role of supporting responders such as explosive ordnance posal specialists in neutralizing impro explosive devices, mines and other nance. The JERRV is an operational n statement system for use in theater d deployment operations and will b placed by the XM1227 Panther as a gram of record for continental United S fielding.

The **Area Mine Clearance Sy (AMCS)** is a commercially available, h protected vehicle designed to clear tank and antipersonnel mines by mea a rotating flail. The AMCS is a man operated, self-powered vehicle wit capability to adjust flailing depth.

The **Explosive Hazard Pre-detona (EHP) program** consists of a mine/IED tection roller, a debris blower and a neutralization system. The roller i tended to attach to the front of the M Type II and assist in detonating explo hazards before vehicle impact. The d blower is intended to attach to the fro the Buffalo and assist in clearing d



Buffalo Mine Protected Clearance Vehicle

om roads and their shoulders to better ex-
ose potential explosive hazards. Finally,
ie wire neutralization system is intended
attach to either the VMMD or MMPV
ype II vehicle to catch and neutralize com-
and-wire IED systems. All three of these
stems are in use or were previously used
overseas contingency operations in route-
earance packages. These are known as the
lf-Propelled Adaptive Roller Kit (SPARK),
yclone Blower, and Iron Scrape Wire Neu-
alization System, respectively. In addition,
ie SPARK has been used on numerous
her MRAP vehicles and other platforms
Operation Iraqi Freedom and Operation
nduring Freedom.

roject Manager Transportation ystems

The office of **Project Manager Trans-
ortation Systems (PM TS)** includes the
oduct Director Armored Security Vehicle
dD ASV); Product Manager Medium Tac-
al Vehicles (PdM MTV); Product Man-
ger Heavy Tactical Vehicles (PdM HTV);
oduct Director Army Watercraft Systems
dD AWS); and Product Manager Allied
ctical Vehicles (PdM ATV).

roduct Director Armored Security ehicle

The **Product Director Armored Security
ehicle (PdD ASV)** has the mission to de-
lop, produce, field and sustain the **M1117
SV** to an expeditionary force. The M1117
SV is a turreted, armored, all-wheel drive
ehicle that supports military police mis-
ons such as rear-area security, law and or-
r operations, battlefield circulation and
emy prisoner of war operations over the
tire spectrum of war and operations
her than war as well as convoy protection
issions.

The ASV provides protection to the crew
mpartment, a gunner's station and an
mmunition storage area. The turret is fully
closed, with an Mk 19 40 mm grenade
achine gun, a .50-caliber machine gun and
multisalvo smoke grenade launcher. The
SV provides ballistic, blast and overhead
otection for its four-person crew. The
SV, with a payload of 3,600 pounds, range
more than 400 miles and top speed of
arly 70 mph, ensures both lethality and
rvivability to the warfighter.

oduct Manager Medium Tactical ehicles

The **Product Manager Medium Tactical
hicles (PdM MTV)** is responsible for
e family of medium tactical vehicles
MTV) including FMTV specialty vehi-
s and FMTV trailers, light medium tac-
al vehicles (LMTV), and medium tacti-
vehicles (MTV).

The medium truck fleet has historically
ounted for more than half of the Army's
gle-lift payload capacity. In redefining



Light Medium Tactical Vehicle

this vital fleet, Army planners took the opportunity to focus on a family approach—that is, to combine both 2.5-ton and 5-ton payload classes into a single acquisition program that would yield a logistically significant degree of component commonality across all medium-fleet variants.

The Army's requirement for medium trucks is now more than 72,000 vehicles. These vehicles are required across the entire spectrum of combat, combat support and combat service support units. They must perform roles such as unit mobility, field feeding, water distribution, local and line-haul transportation, maintenance platforms, engineer operations, communication systems, medical support and towing artillery pieces. All medium vehicles must be capable of operating worldwide on primary and secondary roads and trails, and cross-country in weather extremes from minus 50 to 120 degrees Fahrenheit.

LMTV systems include the M1078 2.5-ton standard cargo, M1079 2.5-ton van, M1080 2.5-ton chassis and M1081 2.5-ton standard cargo low-velocity air drop (LVAD). The MTV systems include the M1083 5-ton standard cargo, M1084 5-ton standard cargo with MHE, M1085 5-ton long cargo, M1086 5-ton long cargo with MHE (crane), M1088 5-ton tractor, M1089 5-ton wrecker, M1090 5-ton dump, M1092 5-ton chassis, M1093 5-ton standard cargo LVAD, M1094 5-ton dump (LVAD) and M1096 5-ton long chassis.

FMTV special vehicles include the M1087 expandable van, XM1140 high-mobility artillery rocket system (HIMARS) carrier, M1147 FMTV load handling system (LHS) trailer, M1148 FMTV LHS truck, M1157 10-ton dump and XM 1160 medium extended air defense system carrier. FMTV trailers include the M1082 trailer cargo 2.5-ton and M1095 trailer cargo 5-ton. In addition, the office helps coordinate activities on M900 series 5-ton trucks.

The FMTV achieves extraordinary commonality by sharing many subsystems and components in the 4x4 LMTV, 6x6 MTV and companion trailer configurations. For example, the trucks share common engine assemblies (with different horsepower ratings), cooling systems, transmissions, intake and exhaust systems, front axles and suspension systems, tires and wheels, cab assembly, vehicle control gauges, and much more. They differ primarily in the number of axles (two versus three) and standard cargo bed size (12 feet versus 14 feet) to accommodate different payload ratings (2.5 tons versus 5 tons) and body styles.

The FMTV deviates from predecessor vehicle designs by having its tilt cab over the engine. This design approach contributes to the Army's goal of significantly improving the deployability of units, since a typical FMTV vehicle is some 40 inches shorter than the vehicle it replaces, requiring less space aboard deploying aircraft or surface shipping. This reduced length also contributes to a shorter turning radius and better off-road mobility. Off-road mobility is further enhanced by a standard central tire-inflation system and state-of-the-art suspension.

The Army's **Long-Term Armoring Strategy (LTAS)** provided greater levels of protection for the FMTV. The FMTV LTAS consists of two configurations: the base vehicle



Heavy Expanded Mobility Tactical Truck

(or A-cab) and armor kit (B-kit). The A-cab configuration consists of those components and design upgrades to support armor contained in the B-kit, permanently integrated armor mounting provisions, as well as hard-to-install armor components. LTAS A-cab vehicles (FMTV A1P2) give the user the option of adding armor as circumstances dictate. As armor technology and threats change, the FMTV A cabs will be able to accept revised B-kits that meet future needs. The B-kit consists of modular armor and transparent armor. LTAS vehicles are also capable of mounting defensive weaponry, including the objective gunner protection kit in B-kit mode.

Product Manager Heavy Tactical Vehicles

The **Product Manager Heavy Tactical Vehicles (PdM HTV)** is responsible for programs including the Heavy Equipment Transporter System (HETS), M915 family of vehicles, Heavy Expanded Mobility Tactical Truck (HEMTT), Palletized Load System (PLS), flat racks, container handling, mission modules, and fifth-wheel and special trailers.

The **M1070/M1000 HETS** deploys, transports, recovers and evacuates combat-loaded M1 tanks and other vehicles of similar weight to and from the battlefield. More than 640 have been deployed in support of overseas contingency operations. The M1070 provides line-haul, local-haul and maintenance evacuation on and off the ... during tactical operations worldwide. ... like previous HETS, the M1070 is de... carry both the tank and its crew. ... mately 2,311 HETS have been ... late. The M1070A1 HET tractor ... dated with a new power train with 200 additional horsepower, single-speed transfer case for ease of operation, and numerous front-suspension and drive-system updates to increase the safe operating load capacity of the vehicle steering and handling systems. The M1070A1 is designed with an armored A-cab and B-kit armor. The first M1070A1 units were fielded in August 2012.

The **M1000 Semitrailer** received several maintainability enhancements, including self-adjusting brakes, a central lubrication system at each axle and more reliable hydraulic pumps. The M1000 is in the process of production verification testing.

The **HEMTT** is the workhorse of Army combat divisions. More than 3,100 HEMTT systems are being used in overseas contingency operations. It is the principal combat service support enabler for all brigade combat teams. The 11-ton, eight-wheel-drive family of vehicles is designed to operate in any environment.

There are several basic configurations of the HEMTT-series trucks: the M977 cargo truck with light materiel-handling crane; the M985 cargo truck with medium materiel-handling crane; the M978 2,500-gallon fuel tanker; the M983 tractor; the M984 wrecker; and the M1120 load-handling system (LHS) and the M983 light equipment transporter (LET), used in Stryker recovery operations and movement of heavy engineer equipment. The HEMTT is used as a prime mover for the Patriot missile system, M7 forward repair system, tactical water purification system, chassis for the M1977 common bridge transporter, M1142 tactical firefighting truck and M1158 HEMTT-based water tender.

The HEMTT recap program will recapitalize legacy HEMTT vehicles into a 0 miles/0 hours current production A4 configurat... The HEMTT recap is a bumper-to-bum... refurbishment of the entire truck with ... following technology insertions: CAT 15 ... gine, electronic transmission, anti-lock br... system (ABS), traction control and larger ... The HEMTT A4 is designed with an armo... A-kit cab and B-kit armor.

The **Palletized Load System (PLS)** is ... primary component of the maneuver-... ented ammunition distribution syst... Roughly 1,200 PLS are being used in o... seas contingency operations. It also p... forms local-haul, line-haul, unit resup... and other transportation missions in ... tactical environment. In addition, it is u... as the prime mover for the M7 forwarc... pair system and various engineer miss... modules (M4 bituminous distributor m... ule, M5 concrete mobile mixer module, ... dump body module and the dry supp... bridge launcher vehicle).

The PLS comes in two mission-orien... configurations: the M1074 and the M1... The M1074 is equipped with a varia... reach materiel-handling crane (MHC t... support forward-deployed field artil... units. The M1075, without MHC, is use... conjunction with the M1076 trailer to s... port transportation line-haul missions.

The **PLS Recap program** will recapitaz... PLS vehicles to 0 miles/0 hours and to... A1 configuration. The current PLS reca... a bumper-to-bumper refurbishment of... entire truck, with the following technol... insertions: CAT 15 engine, electronic tr... mission, ABS, traction control and lar... cab. The PLSA1 is designed with an ... mored A-kit cab and B-kit armor.

The **M1076 PLS trailer** is a three-a... wagon-style trailer with a 16.5-ton payl... capacity equipped with a flatrack that is ... terchangeable between truck and trai... The flatracks are lifted on and off the tr... and trailer by a hydraulic-powered ... mounted on the truck, eliminating the n... for additional material-handling equ... ment. The container transfer enhancem... (CTE) upgrade that allows for ISO c... tainer loading onto the PLS-T is sched... for fielding in FY 2013; the model desi... tor will change to M1076A1 to identify ... PLS-T with CTE.

The current production PLSA1 prov... vehicle upgrades to incorporate a mod... power train with increased horsepower ... dependent suspension and an updated ... that is common with the current HEM... configuration. The PLSA1 is long-term ... tection strategy compliant with A-kit a... and B-kit armor.

Product Manager Allied Tactical Vehicles

The **Product Manager Allied Tactical V... hicles (PdM ATV)** provides the Afghan... tional security forces (ANSF) with cra... to-grave life-cycle management of mo...

ike force vehicles, commercial light and edium tactical vehicles, SUVs and buses, nsisting of four vehicle fleets with 18 riants and more than 50,000 vehicles de- ered. These vehicles provide the ANSF eir critical maneuver capability and allow em to independently conduct police and curity operations. PdM ATV's mission is provide the ANSF with the capability d capacity to be self-sustaining in the ocurement, management and sustain- ent of their vehicle fleets, a mission that is critical part of the successful transition of S. forces out of Afghanistan.

oduct Director Army Watercraft ystems

The **Product Director Army Watercraft ystems (PdD AWS)** is committed to de- loping, acquiring, fielding and sustain- g highly capable equipment that meets nerging watercraft requirements. The my watercraft community provides a va- ty of systems and platforms that operate geographical environments bounded, in- uenced and accessed by ports, littorals d waterways. AWS provide critical capa- ities that support full-spectrum land mbat operations by extending the ground mmander's available maneuver space. ese functions include the capability to nduct amphibious and riverine opera- ns and provide logistics support to joint erations and campaigns, including joint er-the-shore operations and intratheater nsport of time-sensitive, mission-critical rsonnel and materiel. The watercraft so- ions documented in the AWS strategy e designed to provide capability to ma- uver in all tactical and operational envi- nments; to rapidly make the transition tween operations, missions and engage- nts; to support decentralized forces; and rapidly deploy and sustain forces, equip- nt and materiel to multiple locations rldwide. Efforts to develop Army water- ft capability for the future will focus on e creation and maintenance of an Army tercraft portfolio that delivers speed, lity and the operational payload needed maneuver operationally ready forces and vide commanders with the ability to de- er combat power at the time and place of ir choosing.

The **Logistics Support Vessel (LSV)** pro- les worldwide transportation of combat nicles and sustainment cargo. The 274- t LSV 1 class and 314-foot LSV 7 class ssels are designed to carry 2,280 tons of k cargo. They both have a beam of 60 t and a molded depth of 19 feet. The LSV vides intratheater movement to remote, derdeveloped coastlines and inland wa- ways. The LSV is the Army's primary t logistics over-the-shore vessel; it also ists in unit deployment and relocation. e LSV fleet service life-extension pro- m includes changes to command, con- trol, communication, computers, intelli- gence, surveillance and reconnaissance (C4ISR) and integrated bridge systems, hull and engineering systems, and Force Protec- tion upgrades, as well as improvements to crew messing, living spaces and deck equipment.

The **Landing Craft Utility (LCU) 2000** provides worldwide transport of combat vehicles and sustainment cargo. It also sup- ports intratheater and tactical resupply. The LCU 2000 has a length of 174 feet, beam of 42 feet and loaded draft of 9 feet, and it can carry 350 tons of deck cargo. The entire fleet will receive a C4ISR upgrade, which provides state-of-the-art communi- cations equipment, navigational equip- ment and safety of life-at-sea electronics, and will undergo a service-life extension program that will include power train and Force Protection upgrades.

The **Large Tug (LT) 128-foot** is used for transocean/coastal towing operations and for assisting with the docking/undocking of large ships. The LT 128-foot is outfitted to provide salvage, rescue and firefighting as- sistance to other vessels and shore installa- tions on a limited basis. The LT 128-foot fleet recently completed an extensive modi- fication program, which included lowering the pilothouse and upgrading the fuel tank systems and bow fendering.

The **900 Class Small Tugs (ST)** move lo- gistical supplies and equipment in harbor and inland waterways. The ST also pro- vides the capability to assist larger tugs in docking and undocking all types of ships and watercraft and can be used in routine harbor utility work.

The **Landing Craft Mechanized (LCM 8)** consists of a Mod 1 and Mod 2. The LCM 8 Mod 1 vessels perform personnel transfer, light salvage, and coastal, harbor and island waterways utility work. The specialized LCM 8 Mod 2 vessels provide additional capabilities of command and control.

The **Modular Causeway System (MCS)** provides a means of moving cargo from ship to shore across unimproved beaches in areas of the world where fixed port facili- ties are unavailable, denied or otherwise unacceptable. MCS sections are modular, ISO-compatible modules. Configurations are derived from four subsystems: roll- on/roll-off discharge facility, causeway ferry, floating causeway and the modular warping tug.

The **Barge Derrick 115-foot** mission is loading and discharging heavy and outsize cargos beyond the capacity of the ships' gear, salvage operations, cleaning debris from ports and inland waterways, and re- moving obstacles. Special features in- clude—but are not limited to—loading/ discharging M1 Abrams tanks from the weather deck of the Navy's largest roll- on/roll-off strategic sealift ship. The Barge Derrick is self-supporting for 30 days.



Landing Craft Utility 2001

The **Program Executive Office for Ammunition (PEO Ammunition)** has the mission to continue being the best provider of conventional, leap-ahead munitions, mortars, towed artillery systems and counter-improvised explosive device (IED) products by fostering innovation and diversity for the warfighter. Project managers within the PEO are Combat Ammunition Systems, Maneuver Ammunition Systems, Joint Program Manager Towed Artillery Systems, Close Combat Systems, Project Director Joint Services and Project Director Joint Products.

Project Manager Combat Ammunition Systems

The Project Manager Combat Ammunition Systems (PM CAS) is responsible for equipping soldiers and marines with cannon-launched, indirect-fire munitions and mortar weapons systems. Organizations within PM CAS include Product Manager Excalibur, Product Manager Guided Precision Munitions and Mortar Systems (PM GPM2S), Conventional Ammunition Division, Technical Management Division and Business Management Division.

Product Manager Excalibur

The **M982 Excalibur**, a 155 mm, precision-guided, artillery projectile, a high-explosive projectile with extended range, has been fielded to servicemembers and successfully employed in combat operations. Excalibur couples global positioning system (GPS) precision-guidance technology with an inertial measurement unit to provide accurate, first-round fire-for-effect capability in an urban setting with accuracy better than 4 meters circular error probable (CEP). Excalibur is approximately 1 meter in length and weighs 106 pounds. Its extended range (up to 40 kilometers) and high accuracy result in increased lethality with a decrease in required volume of fire per engagement. Excalibur Increment Ia is currently completing the last of its full-rate production, and Excalibur Increment Ib has initiated low-rate initial production.

Product Manager Guided Precision Munitions and Mortar Systems

The **Product Manager Guided Precision Munitions and Mortar Systems (PM GPM2S)** is the life-cycle manager responsible for guided munition improvements for cannon-launched weapons, mortar weapons and mortar fire-control systems. Assigned guided precision munitions include the **XM1156 Precision Guidance Kit (PGK)** (Urgent Materiel Release [UMR] and program of record) and the UMR **XM395 Accelerated Precision Mortar Initiative (APMI)**. Mortar weapons include 60 mm, 81 mm and 120 mm systems. Fire-control systems include handheld devices and vehicle-mounted systems used to perform mortar tactical and technical fire control for infantry, heavy and Stryker brigade combat teams (BCTs).

The **APMI** is a response to an Operation Enduring Freedom (OEF) operational needs statement requiring a GPS-guided, 120 mm mortar cartridge with 10 meters CEP ac- racy to rapidly defeat personnel targ- while minimizing collateral damage. AP is compatible with U.S. dismounted 120 m weapons and fire-control system, and Stryker double-V hull mortar carrier a fire-control system. It has been successfu used in operations in OEF.

The **PGK** is a GPS guidance kit with pr- imity and point detonating fuzing fu- tions. It is compatible with existing high- plosive, 155 mm M549A1 and M795 can artillery projectiles. The PGK corrects ballistic trajectory of the projectile to red delivery errors and improves projectile curacy to a range-independent accuracy less than 50 meters CEP. The PGK will fectively reduce target delivery error of c- ventional artillery munitions, reducing number of projectiles required to execut a fire mission. UMR was completed in Ma and PGK has been successfully used in erations in OEF. Initial operational capa- ity for the program of record is planned FY 2014.

The **M224A1 60 mm Mortar Weapon System** is a lightweight, high-angle-of-fire, smooth-bore, manportable, muzzle-loaded mortar with weight reduced by 20 percent (44 pounds to 35.3 pounds) and reduced maintenance requirements. The M224 consists of an M225A1 cannon (tube), M170A1 bipod assembly, M7A1 baseplate, M8 auxiliary baseplate and the M67A1 sight unit. The M224A1 fires the complete family of 60 mm ammunition including high-explosive, smoke, illumination, infrared illumination and practice cartridges. With ranges from 70 meters to 3,500 meters, the M224A1 meets lethality, range and weight requirements for light forces.

The **M252A1 81 mm Mortar System** a smooth-bore, muzzle-loaded weapon that replaced the M252 mortar. It features a high rate of fire, extended range, improved lethality and improved overall system characteristics, reducing overall system weight by 13 percent (90.3 pounds to 78 pounds). The entire family of 81 mm ammunition can be fired by the M252A1. The M252A1 consists of the M253 cannon (tube), M177A1 bipod, M3A2 baseplate and the M67A1 sight unit.

The **M120/M121 120 mm Battalion Mortar System** is a smooth-bore, muzzle-loaded, high-angle-of-fire weapon organic to the battalion, providing immediate long-range, lethality, illumination and smoke-screening effectiveness for close combat. It is used in a ground-mounted (M120) or vehicle-mounted (M121 on the M1064A3 mortar carrier) role. It consists of the M298 barrel assembly, M191 bipod assembly, M9 baseplate and M67A1 sight. The 120 mm battalion mortar system provides close and continuous indirect fire support to maneuver forces and can rapidly respond to threats.



XM1156 Precision Guidance Kit



The **M326 Mortar Stowage Kit (MSK)** is
20 mm mortar employment improve-
ent. The powered device enables a 120
n mortar to be quickly put in or out of ac-
n. The M326 uses a mortar support strut
hold the mortar tube, baseplate and bi-
d together in transport mode for ease of
ployment. This assembly is emplaced or
overed by a hydraulic winch with a
nual backup.

The **M95/M96 Mortar Fire-Control Sys-
n (MFCS)** is a digital fire-control system
the vehicle-mounted M121, linking mor-
fires with the digital battlefield. MFCS
vides increased responsiveness, crew
vivability and mortar accuracy.

The **M150/M151 Mortar Fire-Control
stem-Dismounted (MFCS-D)** is similar
he M95 MFCS and is being fielded with
M326 to provide a digital fire-control
tem for the ground-mounted 120 mm
tem. MFCS-D provides increased re-
nsiveness, crew survivability and mor-
accuracy.

The **M32 Lightweight Handheld Mortar
listic Computer (LHMBC)** is a joint ser-
e U.S. Marine Corps/Army system that
culates technical firing solutions for the
ire family of fielded U.S. mortars and
ir complete inventory of ammunition. It
inked into the digital fire-support sys-
and includes an internal GPS receiver
improved tube positioning accuracy.

ject Manager Maneuver
mmunition Systems

he **Project Manager Maneuver Ammu-
on Systems (PM MAS)** is responsible
the life-cycle management—including
elopment, production and fielding—of
Army direct-fire ammunition (except
lethal) and for the procurement of U.S.
Force, Navy and Marine Corps direct-
ammunition assigned to PEO Ammuni-
as the single manager for conventional
munition executor. Under its mission for
curement of nonstandard ammunition,
MAS supports allies with direct- and
rect-fire ammunition and selected weap-
Offices within PM MAS include the
duct Manager Small Caliber Ammuni-
Product Director Medium Caliber Am-
ition, Product Manager Large Caliber
munition and Product Director Non-
dard Ammunition.

duct Manager Small Caliber
munition

he **Product Manager Small Caliber
munition (PM SC)** is the life-cycle man-
for the full range of small caliber am-
ition, including production of legacy
s such as pistol, shotgun and rifle am-
ition (up to and including .50-caliber)
ll the armed services and development
ew ammunition to support emerging
y requirements. Small caliber systems
ude .22-caliber, .38-caliber, 9 mm, .45-caliber, 12-gauge shotgun, 5.56 mm, 7.62 mm and .50-caliber families of munitions. PM SC also manages the modernization of the Lake City Army Ammunition Plant, Mo., the primary source of small caliber ammunition.

The **M855A1 Enhanced Performance Round (EPR)** is a lead-free version of the M855 cartridge that is fired from the 5.56 mm family of weapons (M4, M16 and M249) and is the newest of the small caliber family of munitions. The M855A1 EPR uses a new bullet design that resulted in a number of significant enhancements over the original general-purpose M855 fielded in the early 1980s. Improvements include better hard-target penetration, more consistent performance against soft targets and significantly increased distances of these effects. The EPR allows training exercises to be conducted on ranges where lead projectiles are no longer allowed. The same technology is also being used to improve 7.62 mm ammunition.

Product Director Medium Caliber Ammunition

The **Product Director Medium Caliber Ammunition (PD MC)** is responsible for life-cycle management of direct-fire combat and training ammunition in 20 mm, 25 mm, 30 mm and 40 mm caliber families. Under the single manager for conventional ammunition executor, PD MC is responsible for procurement of medium caliber combat and training ammunition for the Army, Air Force, Navy and Special Operations Command. PD MC supports medium caliber ammunition needs of the individual warfighter and weapon platforms, which include the Mk 19 Automatic Grenade Launcher; M203/320 Grenade Launcher; Bradley Fighting Vehicle; Light Armored Vehicle; AH-64 Apache, MH-60 Black Hawk and AH-1W Super Cobra helicopters; A-10 Thunderbolt, AV-8 Harrier, AC-130U Spectre, F-15 Eagle, F-16 Falcon, FA-18 Hornet, F-22 Raptor and F-35 Joint Strike Fighter aircraft; the Land Based Phalanx Weapons System (LPWS) for Counter Rockets Artillery and Mortars (C-RAM); the Phalanx Close-In Weapon System (CIWS) on naval surface combat ships; and the Mk 44 Chain Gun on naval vessels.

New **Target Practice-Day/Night/Thermal (TP-DNT) ammunition** is being developed for the 40 mm grenade family to allow soldiers and units to train more realistically on continental U.S. training ranges without safety concerns from unexploded ordnance, while meeting environmental requirements with nontoxic components. Currently, units cannot go downrange during training to conduct fire and maneuver tactics. TP-DNT rounds are being developed for both the low-velocity family, fired from the M203 and M320, and the high-velocity family, fired from the Mk 19. Low-rate initial production and full operational capability are planned for fiscal year (FY) 2016. A capability development document (CDD) was signed for the 40 mm high-velocity training round and a capability production document for the 40 mm low-velocity in December 2011. In addition, multiple new technologies for 40 mm low-velocity ammunition are being evaluated to meet new and evolving requirements, including anti-defilade, door breaching and extended range capabilities. These requirements are identified in a CDD currently in worldwide staffing for approval.

In conjunction with PM Ground Combat Vehicle (GCV), new **30 x 173 mm tactical and training ammunition** is being developed and qualified for use with the GCV. The new suite of ammunition includes target practice-traced, armor piercing, fin-stabilized, discarding sabot-traced, target practice discarding sabot-traced, high explosive incendiary-traced and programmable airburst munition-traced.

Product Manager Large Caliber Ammunition

The **Product Manager Large Caliber Ammunition (PM LC)** is responsible for life-cycle management of large caliber, di-



M777A2 155 mm Joint Lightweight Howitzer

rect-fire combat and training ammunition for the Army and Marine Corps. Platforms supported include the Abrams main battle tank (MBT) and Stryker mobile gun system. Primary target sets for ammunition being procured and new systems being developed are armor, structures, bunkers, obstacles and infantry squads. PM LC also develops and procures specialized ammunition for foreign military sales customers of the Abrams tank. Calibers supported include 105 mm and 120 mm.

The **M829E4** is a 120 mm, fifth-generation, kinetic-energy, armor-piercing, fin-stabilized discarding sabot cartridge for the Abrams MBT. The cartridge is specifically designed to defeat future armored targets equipped with explosive reactive armor and active protection systems. The program is in engineering, manufacturing and development, with the Milestone C projected in FY 2014. This cartridge has an expanded operational temperature and provides a significant lethality overmatch against all projected armor threats.

The **M724A1E1 105 mm Target Practice Discarding Sabot with Tracer (TPDS-T) cartridge** is intended for use in the M68 cannon in the mobile gun system of the Stryker brigade combat team (SBCT). The cartridge will replicate the 105 mm kinetic energy M900 tactical cartridge in appearance and flight characteristics, and it will replace the obsolete M724A1 cartridge developed in the 1970s. It will be range-limited to allow safe firing at all mobile gun system training ranges. The program is planning to conduct a Milestone C review in the fourth quarter of FY 2013 for approval to begin low-rate initial production.

Product Director Non-Standard Ammunition

The **Product Director Non-Standard Ammunition (PD NSA)** provides quality nonstandard ammunition and nonstandard mortar weapon systems to allied nations and other U.S. customers. Nonstandard ammunition/mortar weapons are ammunition, explosives and weapons that are not managed by national inventory control points, have not been safety-tested and type-classified for Army use, do not have a national stock number, and cannot be procured or requisitioned through the Army or other DoD supply systems. The majority of this ammunition is produced in former Soviet/Eastern bloc countries. Munitions procured range from 5.45 mm through 122 mm, supporting individual and crew-served weapons and platforms including tanks, artillery and aircraft.

Joint Program Manager Towed Artillery Systems

The **Joint Program Manager Towed Artillery Systems (PM TAS)** takes a joint (Army and Marine Corps) perspectiv
managing the development, acquisit
testing, systems integration, product
provement and fielding of the **M777A2**
mm Joint Lightweight Howitzer (LW
system, designed to enhance strategic
bility and provide the infantryman and
rine with effective and responsive fire
port. The LW155 is a joint Marine C
and Army program that replaces the M
155 mm Towed Howitzer. The LW155
general support system for the Army's l
units, a direct-support cannon fire sup
system for the SBCT and the sole howi
in the Marine Corps. The LW155 we
less than 10,000 pounds and has a m
mum firing range of approximately 30 k
meters with rocket-assisted projectiles,
kilometers with standard rounds and u
40 kilometers using Excalibur. It has a m
mum firing rate of four rounds per mi
and a sustained rate of two rounds
minute. The M777A2 is fitted with onbo
electronics, giving it self-locating, self-
ing and digital communications simila
the M109A6 Paladin. The M777A2 a
the ability to fire the Excalibur precis
guided munition.

In addition to the M777A2 Howitzer, c
towed artillery systems supported in
Army inventories include the **M119A3**
mm Howitzer, the **Improved Position**
Azimuth Determining System (IPA
and the **M198 155 mm Howitzer**.

The **M119A3** is a lightweight system
provides continuous close fires to infa
BCTs. The system weighs 4,690 pounds
is air assault/airdrop capable. It has a r
of 19.5 kilometers with rocket-assisted
nitions (14 kilometers unassisted). It fire
currently fielded U.S. munitions and h
rate of fire of six rounds per minute. Its
proved prime movers include the Hun
and 2.5- and 5-ton trucks.

A program to integrate digital fire-co
capability onto the M119A2 Howitzer
approved in 2008 and resulted in the
materiel release of the M119A3 in Ma
Using the software for the M777A2 155
Howitzer maximizes commonality in o



M119A3 105 mm Howitzer



M198 155 mm Towed Howitzer

on and training while minimizing pro-
am cost, schedule and risk. The applica-
n of a digital fire control allows the dig-
zed M119A3 to emplace and displace
ter, provide more responsive fires, and
come more survivable on the battlefield.
The **IPADS** provides common inertial
rvey control for all Army and Marine
rps field artillery, mortar, artillery meteo-
ogical and radar systems. IPADS-G adds
lobal positioning system (GPS) feature to
IPADS and augments operations of the
support community by providing the
lity to maintain the current accuracy of
ADS without stopping for zero-velocity
dates, thus increasing the artillery timeli-
ss, availability of fires, lethality, surviv-
lity and force protection on extended
voys or artillery missions. IPADS-G is
capable of operating in an inertial fash-
independently of GPS aid.

The Army began fielding the **M198 155**
Towed Howitzer in 1979 to provide
ater range and lethality for light-unit
-support elements. As a successor to
older M114A1 155 mm towed system,
15,750-pound (original fielded weight)
98 provided a maximum range of 30
meters (with rocket-assisted projectiles)
the capability to fire a broader range of
munition options than those available
105 mm units. Normally towed by a 5-
truck, the M198 can also be moved by a
-47D Chinook helicopter or Air Force as-
(C-130 and larger). The M777A2 has re-
ed the M198.

M TAS also supports the **D-30 How-**
r program. The D-30 is a 122 mm So-
-towed howitzer that entered service in
1960s. It weighs 7,055 pounds and has a
ximum range of 15.4 kilometers (21.9
meters assisted). It has a maximum rate
ire of 10 to 12 rounds per minute and a
tained rate of five to six rounds per
ute. In 2010, PM TAS was given a re-
ement to provide 204 D-30s to the
han national army, provide training on
operation and maintenance of the
pon system, and establish a refurbish-
nt capability in Afghanistan to allow
Afghan workers to refurbish additional howitzers.

Project Manager Close Combat Systems

Nearly every mission soldiers face, either domestic or international, involves an item managed by **Project Manager Close Combat Systems (PM CCS)**, whose contributions are on the forefront of theater operations and span multiple services. They provide cutting-edge technology to defeat ever-evolving and adapting threats as well as legacy systems being used in new, innovative ways on today's battlefield. The PM CCS portfolio of products includes counter-improvised explosive devices (IED), handheld pyrotechnic devices, C-4 explosives, shoulder-launched munitions (SLMs), mine clearing line charges, hand grenades and nonlethal weapon sets.

PM CCS manages long-term acquisition and production contracts that are flexible enough to support dynamic changes in both warfighting and training requirements. It is actively pursuing technologies that will result in smaller, lighter, more lethal munitions to ensure increased mobility across a range of military operations. In support of combat operations in Iraq and Afghanistan, PM CCS has responded to more than 100 urgent materiel releases and executed 67 operational needs statements.

Product Director Area Denial

PM CCS is redefining how soldiers shape the battlefield and protect the force through continual advances in area denial capabilities. Area denial systems and munitions block enemy access to important terrain and restrict the enemy's ability to maneuver freely. These systems include cutting-edge networked munitions and legacy antipersonnel and antivehicle systems. They are manportable and provide soldiers with faster response time, greater efficiency and enhanced safety and can be employed to protect perimeters and flanks during attack, reinforce light forces and control enemy movement.

The **XM-7 Spider Networked Munition** is an effective lethal and nonlethal alternative to antipersonnel land mines (APLs). Currently operational in Afghanistan, the system is an advanced, man-in-the-loop (MITL) area denial system that offers remote-controlled force protection. The system is different from a land mine in that it cannot deliver effects unless commanded to do so, and it can be safely recovered from the field and reused. Spider provides the equivalent munition field effectiveness of current APLs without the residual life-threatening risks after hostilities end or when warring factions depart.

The **Selectable Lightweight Attack Munition (SLAM)** is a multipurpose munition designed to be readily portable and hand-emplaced against lightly armored infantry vehicles, parked aircraft and petroleum



XM-7 Spider Networked Munition

storage sites. It can operate day and night during all weather conditions to defeat selected targets using an explosively formed penetrator warhead. SLAM has four operating modes: bottom-attack, side-attack, timed-demolition and operator-initiated mode. SLAM will self-destruct at the end of a set time selected by the operator during its employment.

Product Manager Counter Explosive Hazard (PdM CEH)

In Afghanistan, insurgents have moved to utilizing explosive hazards made of low- or nonmetallic components that are more difficult to detect using conventional methods, thus putting soldiers at greater risk of injury or death. **Ground-Penetrating Radar (GPR)** is a superior technology that provides a three-dimensional analysis of objects buried in the ground. Both the **Husky Mounted Detection System (HMDS)** and the **AN/PSS-14 Mine Detecting System** employ GPR. This technology alerts the operator to the threat before detonation, greatly reducing the risk of injury to the crew and battle damage to the vehicle or surrounding facilities.

The **Family of Military Working Dogs (FMWD)** is procured for the enforcement of laws and regulations, suppression of illegal drugs, detection of explosives and IEDs, protection of installations and resources, force protection operations, and fulfillment of other security tasks. PM CCS supports military working dogs by providing equipment for the care, feeding and training of the dogs.

Continuous development of countermeasure technology and equipment provides explosive ordnance disposal (EOD) technicians the ability to access, disrupt and neutralize hazards from increased standoff distances quickly and smoothly. The **MK40 MOD 0 Unexploded Ordnance Standoff Disrupter Tool** allows the EOD soldier to render safe unexploded ordnance and IEDs via a percussion-activated projectile from a standoff position. The **EOD PAN Disrupter** is a laser-aimed disrupter that can also be fired from EOD robots.

Product Director Combat Munitions

PM CCS offers a range of battlefield munitions and escalation of force capabilities that broaden soldiers' options for countering enemy actions, including shoulder-launched munitions (SLMs), grenades, and nonlethal ammunition and systems.

SLMs enable soldiers to defeat light-armored vehicles and bunkers and enemy personnel. Disposable and highly mobile, improved versions of SLMs, such as the **M136A1 AT4 Confined Space (AT4-CS)**, can be fired from confined spaces, increasing effectiveness in urban environments. The upgraded **M72 Light Assault Weapon (LAW)** is ideal for the combat environment



AN/PSS-14 Mine Detecting System

in Afghanistan, which is characterized by difficult terrain, long foot patrols and fast-paced operations at close range. Grenades differ in effect from nonlethal to lethal, can be hand-thrown or propelled from a launcher, and offer a variety of capabilities—from fragmentation and incendiary to screening and signaling—to the soldier in close combat situations.

PM CCS' nonlethal munitions and systems allow soldiers to react with the appropriate level of force based on the threat and serve as the last step in a scalable response (shout, show, shove, shoot). They are vital in urban conflict to limit collateral damage and avoid noncombatant casualties. The **Non-Lethal Capabilities Set (NLCS)** provides a variety of capabilities including checkpoint, dismounted operations, convoy protection, crowd control/detainee operations, and counter-personnel and counter-materiel systems. The modularity of the NLCS allows the commander to tailor equipment needs based on a specific mission or threat level.

Both the **M1012 12-gauge Non-Lethal Point Control Cartridge** and **M1013 12-gauge Non-Lethal Area Round** temporarily disorient or incapacitate a targeted individual with nonlethal blunt trauma. They can be fired from a standard-issue 12-gauge shotgun, such as a Mossberg 500, Mossberg 590 or Winchester 1200. The **M1029 40 mm Crowd Dispersal Cartridge** and **M1006 40 mm Sponge Grenade** can either be launched from the M320 grenade launcher module on the M203 40 mm grenade launcher, or fired from an M16A2/M320, M4/M320, M16A2/M203 or M4/M203. These munitions fit a wide range of possible nonlethal applications, including crowd control and enforcing a buffer zone.

Product Director Support Munitions

PM CCS' Support Munitions—demolitions and pyrotechnics—provide soldiers with enhanced maneuver, communication and illumination capabilities across various missions on the battlefield.

Combat engineers, infantry, explosive ordnance disposal and special operations use demolitions and breeching munitions to clear mines and IEDs, overcome obstacles and impede enemy movement. Modernization efforts are aimed at making demolitions lighter, more reliable and less sensitive. PM CCS manages a range of demolition items, including the **Blasting Demolition Kit (BDK)**, a variety of inert items that can be assembled into various explosively formed penetrator warheads, linear shaped charges and conical shaped charges, including tools, equipment and attachment devices that will be used in the construction, emplacement and attachment of a variety of demolition charges; **Remote Activation Munition System (RAMS)**, a secure, radio-controlled system designed to remotely control demolition charges; and **Modern Demolition Initiator (MDI)**, a suite of components used to activate all standard military demolitions and explosives and bulk, shaped and cratering charges. Designed to clear mines and related obstacles for dismounted soldiers and vehicles, the **Anti-Personnel Obstacle Breaching System** is light enough to be carried by two soldiers with backpacks, while the **Mine Clearing Line Charge** is a rocket-projected explosive line charge.

Pyrotechnics include munition flares, signals and simulators. Advanced infrared decoy flares, the **M206**, **M211** and **M212 Air Countermeasure Flares**, are used by Army aircraft and helicopters to defeat a range of threats. The family of **Handheld Signals** provides aircraft, distress and troop emplacement signaling as well as battlefield illumination. Battlefield and ground effects simulators, such as the **M115A2 Ground Burst Simulator** and **M116A1 Hand Grenade Simulator**, produce battle noises and effects—shell in flight, ground burst explosions or grenades—for use in training.

INDIVIDUAL EQUIPMENT AND WEAPONS

The soldier is the Army's most deployed ombat system and the most essential eapon in the Army's arsenal. **Program Executive Office (PEO) Soldier** was activated October 2002 to equip the soldier as a stem through centralized development, quisition, fielding and sustainment of virally everything the soldier wears or carres. PEO Soldier is the first organization in .S. Army history to be charged with the ission to treat the soldier as a system. All spects of soldier equipment are integrated, odular, interoperable and mission-tairable. This focused effort has led to the ost lethal and survivable ground force in odern warfare.

roject Manager Soldier Warrior

Project Manager Soldier Warrior (PM WAR) supports soldiers through the acisition of integrated systems. Current sysms include Nett Warrior, Air Warrior, Solier Power, and Tactical Communication and rotective Systems (TCAPS). PM SWAR's roduct managers and directors develop d integrate components into complete stems designed to increase combat effecveness, decrease combat load and imove mission flexibility.

roduct Manager Ground Soldier

Product Manager Ground Soldier manes the **Nett Warrior (NW)** program. NW ilds upon Land Warrior as an integrated, smounted soldier situational awareness stem for combat operations. The system ovides unparalleled situational awaress and understanding to the dismounted ldier, resulting in faster and more accue decision making in the tactical fight. NW reduces time on target and greatly reduces the risk of fratricide by allowing for immediate feedback of battlefield effects, reducing the use of voice communication, clearing the fog of battle by displaying a real-time common operating picture (COP), and providing immediate command and control.

The centerpiece capability of NW is the ability to graphically display the location of fellow NW-equipped soldiers on a personally worn end-user device (EUD). NW can also enable communications and provide vital situational awareness throughout multiple echelons through the joint capabilities release and joint battle command platform systems. A graphical user interface integrates this into a user-defined format that allows soldiers to see, understand and interact easily in the method that best suits them and the mission.

NW consists of an EUD coupled with the joint tactical radio system (JTRS) radio. It connects commercial smart devices using the Android operating system to the radio. The device's ability to run applications and process data transforms the radio into a dismounted leader situational-awareness and command-and-control tool. NW entered the technology development phase in February 2009. It achieved Milestone C and low-rate initial production status in April 2012.

Product Manager Air Warrior

Air Warrior (AW) is a modular, integrated, rapidly reconfigurable combat aircrew ensemble that saves lives and maximizes Army aircrew mission performance. The Army has equipped more than 20,000 Army aircrew members with the system.

AW increases personal protection and mission performance. It consists of a primary survival gear carrier that includes first aid, survival, signaling and communications equipment; body armor tailored to each aircrew member; the aircrew integrated helmet system with a **communication enhancement and protection system** to provide hear-through capability; overwater survival equipment, which includes personal flotation, an emergency escape breathing device and body-mounted life raft; and **microclimate cooling system (MCS)**, a mix of platform-mounted and soldier-mounted cooling gear that increases mission endurance under extreme heat by more than 350 percent.

The MCS also supports Army Stryker, Abrams and Bradley ground forces; Navy and Marine Corps M9 Armored Combat Earthmover (ACE); and foreign militaries. To date, the Army has fielded more than 16,000 systems.

The **Portable Helicopter Oxygen Delivery System (PHODS)** is a soldier-worn system that delivers compressed oxygen from a lightweight steel bottle attached to the AW vest. The system provides oxygen via a nasal cannula up to 18,000 feet and via a mask at altitudes above 18,000 feet. The Army has fielded more than 3,000 PHODS.

The **Electronic Data Manager (EDM)** is a touch screen, knee-board computer for aircrew members. It enables them to plan missions quickly and react to possible flight mission changes. The EDM is compatible with night-vision goggles and is readable in direct sunlight. It features a moving map and Blue Force tracking. More than 2,700 fielded EDM systems support the Army, Navy, Marine Corps and foreign militaries.

The **Encrypted Aircraft Wireless Intercom System (EAWIS)** provides secure, hands-free, wireless aircrew communications for nonrated aircrew members. It gives them mobility inside and around the immediate vicinity of the aircraft. EAWIS provides the first true aircraft intercom capability for medical evacuation helicopter personnel during rescue hoist missions. It consists of an aircraft-mounted interface unit and crewmember-worn mobile equipment units.

The **Survival Kit, Ready Access, Modular (SKRAM)** gives aircrews a readily accessible, 72-hour suite of life-support equipment. A flame-retardant, modular and configurable backpack houses SKRAM, along with supplemental survival gear for extreme environmental conditions.

The **Air Soldier System** program formally entered into the engineering and manufacturing development phase in December 2011. It has a requirement to reduce aircrew member weight and bulk while improving safety and situational awareness and mission duration. Air Soldier fielding will happen in two increments. The first will be in fiscal year (FY) 2015 and includes several capabilities.

The **Common Helmet Mounted Display**



Nett Warrior

System with integrated head tracking will provide all Army aviators, except AH-64 Apache crews, with critical day/night flight and 3-D degraded visual environment flight symbology. Apache aviators will receive this capability with the second increment of Air Soldier.

The **Lightweight Environmental Control System** delivers a cooling capability to OH-58D aviators and was previously unavailable because of the space, weight and power constraints inherent in the Kiowa Warrior.

The soldier-worn **Integrated Soldier Power and Data System (ISPDS)** is a smart, on-aircraft-rechargeable, single source of extended duration power for all aircrew-worn electronics. Developed in cooperation with the Product Lead for Soldier Power, the ISPDS eliminates the need to wear and carry separate sets and types of batteries and spares.

Air Soldier also includes the **Personal Electronics Control and Display System (PECDS)** consisting of a personal display module (PDM), soldier computer module (SCM) and mission display module (MDM). The soldier-worn PDM is the single user interface and dismounted display for all body-mounted electronic equipment. The PDM reduces bulk and weight by eliminating the need for separate hardware control and display components.

The SCM provides a single processing and data storage device for all soldier-worn electronics. It reduces bulk and weight by replacing separate component processors. The aircraft-mounted MDM replaces the AW EDM in the nondigitized rotary-wing fleet. It interfaces with platform sensors for mission execution, including situational awareness and command-and-control messaging through Blue Force Tracking.

A **Layered Clothing Ensemble (LCE)** introduces an active heating capability. It also reduces the bulk and weight of the current AW aircrew flexible body armor, cooling vest, chemical/biological protective garment, survival vest components and cold-water immersion protective garments.

The second and final delivery of Air Soldier capability in FY 2018 will fully replace AW. It will include the **Wide Field of View/High Resolution Helmet Mounted Display**, incorporating 3-D degraded visual environment symbology for AH-64 Apache aviators; **Radio Interface Control Module (RICM)**, which combines the functionality of—and replaces—the soldier-worn encrypted aircraft wireless intercom system transceiver and combat survivor evader locator survival radio and adds a wireless data capability; **Enhanced Laser Eye Protection (ELEP)**, which provides increased wavelength protection in a spectacle or visor configuration; and **Integrated Protective Ensemble (IPE)**, which fully replaces the legacy AW gear carriage and body armor system. The IPE reduces weight and bulk by using electro-textile technology to eliminate heavy electrical power/data cabling, eliminating the body-mounted raft, reducing the size and weight of breathing devices, and integrating personal flotation.

Product Director Soldier Systems and Integration

The **Product Director Soldier Systems and Integration (PD SSI)** oversees the **Soldier Power** program, which is a vital enabler for operations. It is essential for patrols and required for soldier sustainment. Providing energy-alternative capabilities and interoperability builds flexibility and resilience. This increases the ability to respond to changes in operational demands and the operational environment. These capabili include soldier power sources, power s enging, renewable energy, power distri tion, power management and power s age solutions that are lightweight a soldier-portable/wearable.

In the past, the equipment soldiers ried into battle had a low-power requ ment that could be supplied with a conventional batteries. Emerging techn gies mean new power-consuming syste and their batteries add to a soldier's l PD SSI is addressing how to reduce t load and eliminate the logistical footp associated with battery resupply. Sol Power is working on several initiatives.

The **Soldier Worn Integrated Power S tem (SWIPES)** provides a central po source for extended mission duration w used with the ergonomic soldier-worn c formal battery. It reduces the number varieties of batteries a soldier carr SWIPES provides power for up to four vices. They include, but are not limited t radio via a smart charging pouch, a U hub to power any USB device, a Defe Advanced Global Positioning System (G Receiver (DAGR) and an end-user de such as Nett Warrior.

The **Conformal Battery** is an ergonom soldier-worn battery. It provides a lig weight central source of power for a var of capabilities.

The **Soldier Power Manager** is a lig weight, portable power management s tem that uses power from primary batte while also managing power from solar, e hicle and fuel cell sources.

The **Rucksack Enhanced Portable Po System** is a solar power energy system supplies power to the individual or te Soldiers can also carry it in an assault pa

The **Modular Universal Battery Char (MUBC)** with a 120-watt solar blan weighs approximately 6 pounds. It bri recharging capabilities for the entire worked squad in a Tier 1 environm This charger reduces—and potentially el inates—the need to return to the forw operating base for recharging. The MU allows soldiers to extend their mission u ration without needing a logistics bat resupply.

The **1-Kilowatt JP8 Generator** allows s diers to use existing logistics infrastruc while providing a lightweight and port power solution. The Army is developi multifuel-compatible capability.

The **Tactical Communication and Io tective System (TCAPS)** provides con rent hearing protection and auditory si tional awareness. In the past, soldiers to choose either hearing or force protect As a combat force multiplier, TCAPS m tains hearing protection while enabling s diers to use existing tactical radios. This sults in increased mission effectiven safety and survivability.



Rucksack Enhanced Portable Power System

Active hearing-protection technology, oupled with hearing-attenuation technol-gy, enables soldiers wearing TCAPS to ear in steady state and impulse environ-ents. TCAPS' ambient-sound capability ovides soldiers with localized, 360-degree oustic situational awareness.

An increase in soldier use of hearing pro-ction devices will result in a reduction of earing injuries and subsequent post-ser-ce disabilities. According to a General Ac-unting Office report, in FY 2009 "some of e most common impairments for veterans ceiving disability benefits were hearing-lated. Annual payments for such condi-ons exceeded $1.1 billion."

The rapid fielding initiative is issuing an rly version of TCAPS to deploying units. he TCAPS program of record will seek offer a lighter, more interoperable, non-dio-dependent materiel solution. Soldier stems and Integration is planned for Mile-one C in FY 2013.

roject Manager Soldier Sensors and asers

Project Manager Soldier Sensors and asers (PM SSL) provides soldier-borne nsors and lasers. These devices enhance e soldier's ability to see and dominate in battlefield and lighting conditions. The nsors and lasers acquire objects of mili-y significance before the enemy can de-t a soldier. They also accurately target reats to soldiers and guide munitions to gagement. These systems provide criti-l, on-the-ground direct support to U.S. ces.

oduct Manager Soldier Maneuver nsors

The **Product Manager Soldier Maneuver nsors (PM SMS)** is responsible for devel-ing and equipping soldiers with sensors d lasers, which help them dominate the tlefield through improved lethality, mo-ity and survivability in all weather and ibility conditions.

The **AN/PSQ-20 Enhanced Night Vision ggle (ENVG)** provides increased capa-ity by incorporating image intensifica-n and long-wave infrared sensors into a gle, helmet-mounted passive device. The VG combines the visual detail in low-ht conditions provided by image intensi-tion with the thermal sensor's ability to through fog, dust and foliage. This ther-l capability makes the ENVG, unlike lier night-vision devices, useful during day as well as at night. The two variants the AN/PSQ-20A and the AN/PSQ-.

The **AN/PVS-14 Monocular Night Vi-n Device (MNVD)** is a head- or helmet-unted passive device. It amplifies ambi-light and very near infrared energy for ht operations. Soldiers use it in conjunc-n with rifle-mounted aiming lights.



AN/PSQ-20 Enhanced Night Vision Goggle

The **AN/AVS-6 Aviator's Night Vision Imaging System (ANVIS)** is a third-generation, helmet-mounted, direct-view, image-intensification device. Aviators who wear it operate more effectively and safely during low light and degraded battlefield conditions. The low-light sensitivity represents a 35 to 40 percent improvement over the earliest ANVIS. In addition, the gated power supply enables operation at significantly higher light levels than previous designs.

The **AN/PAS-13 Thermal Weapon Sight (TWS)** gives soldiers with individual and crew-served weapons the ability to see deep into the battlefield. It gives them increased surveillance and target acquisition range as well as the ability to penetrate obscurants, day or night. The TWS systems use uncooled, forward-looking infrared (FLIR) technology. The sight provides a standard video output for training or remote viewing. TWS are lightweight systems mounted onto each weapon's rail. They operate to the weapon's maximum effective range. In 2013, deliveries of TWS included 17-micron technology. This will result in size, weight and power improvements over present configurations.

The TWS family includes three variants for different weapons. The AN/PAS-13(V)1 Light Weapon Thermal Sight (LWTS) works with the M16/M4 series rifles and carbines and the M136 Light Anti-Armor Weapon. The AN/PAS-13(V)2 Medium Weapon Thermal Sight (MWTS) works with the M249 Squad Automatic Weapon (SAW)/M240B series medium machine guns. The AN/PAS-13(V)3 Heavy Weapon Thermal Sight (HWTS) works with the squad leader's weapon M16/M4 series rifles and carbines, M24/M107 sniper rifles and M2 HB/Mk 19 machine guns.

The **Family of Weapon Sights (FWS)** program provides soldiers with networked individual, crew-served and sniper weapons sensor capability. This allows for significantly reduced target engagement times, increased identification ranges and reduced weight throughout all visibility conditions. FWS systems use uncooled FLIR, wireless technologies and additional features to improve offensive firing capabilities, decrease transition time between mobility and targeting sensors, and improve firing accuracy.

The FWS has three variants: FWS-Individual (FWS-I) for use with M16/M4 series rifles and carbines, the M249 Squad Automatic Weapon, the M136 Light Anti-Armor Weapon and M141 Bunker Defeat Munitions; FWS-Crew-Served (FWS-CS) for use with M240B series medium machine guns and the M2 HB/Mk 19 machine guns; and FWS-Sniper (FWS-S) for use with M110, M107 and XM2010 sniper rifles.

The **AN/PVS-30 Clip-On Sniper Night Sight (CoSNS)** is a lightweight, in-line, weapon-mounted sight. Soldiers use it in conjunction with the day optic sight on the M110 SASS and the XM2010 Enhanced Sniper Rifle (ESR). It employs a variable gain image tube that snipers can adjust to ambient light levels.

When used in conjunction with the M110 or XM2010 day optical sight, the CoSNS provides personnel-sized target recognition at quarter-moon illumination in clear air to a range of 600 meters. The integrated rail adapter attaches directly to the Military Standard (MIL-STD)-1913 rail for quick and easy mounting to, or dismounting from, the weapon. Using the CoSNS does not affect the zero state of the day optical sight. It allows the M110 Semi-Automatic Sniper Sys-

tem (SASS) and XM2010 to maintain bore sight throughout the focus range of the CoSNS and the weapon system's day optical sights.

The **Multifunction Aiming Light (MFAL)** family includes the AN/PEQ-15 Advanced Target Pointer Illuminator Aiming Light (ATPIAL), the AN/PEQ-15A Dual Beam Aiming Laser-Advanced 2 (DBAL-A2), and the AN/PEQ-16B Mini-Integrated Pointer Illuminator Module (MIPIM).

The AN/PEQ-15 and AN/PEQ-15A class 3B MFAL devices replaced the AN/PAQ-4C. The infrared (IR) and visible aiming lasers are co-aligned. Soldiers can use the visible laser to bore-sight the device to a weapon without the need of night-vision goggles. The IR lasers emit a highly collimated beam of IR light for precise weapon aiming and a separate, IR-illuminating laser with adjustable focus. Soldiers can select a visible red-dot aiming laser to provide precise weapon aiming during operations at any time of the day.

Soldiers can use the AN/PEQ-15 and AN/PEQ-15A IR lasers as handheld illuminator pointers or weapon-mount them with the included hardware. They can use these units with night-vision equipment to engage enemy targets at night. The AN/PEQ-16B incorporates the function of the AN/PEQ-15 with aiming lasers and a white light capability. This eliminates the need for a separate weapon-mounted white light.

The **AN/PEQ-14 Integrated Laser White Light Pointer (ILWLP)** is a small, lightweight device soldiers can hold or mount on the M9 pistol with a MIL-STD-1913 rail adapter. It combines the functions of a white-light flashlight with adjustable focus, visible aiming and infrared aiming lasers, and IR illuminator into one system. Soldiers use the ILWLP with the M9 pistol to engage targets on the battlefield and in close-quarters combat. The Army fields it to military police units.

The **LA-8/P Aircrew Laser Pointer (ALP)** is a finger-mounted laser. It has the capability to direct fire, identify friend and foe, and signal adjacent formations during night operations. Soldiers can mount it on a fire-resistant fabric designed to attach to the aircrew member's glove. Because soldiers wear it on the hand, it does not interfere with aircraft operation. The master arming switch allows a high-power (Class IIIb) or low-power (Class I) infrared laser operation. A momentary fire button allows easy activation with the thumb to initiate a light-emitting diode (LED). The ALP incorporates a laser diode that projects a pinpoint beam that is brighter and more defined than other lasers.

The **Green Laser Interdiction System (GLIS)** is a rifle-mounted laser that allows soldiers to interdict hostile actions through nonlethal effects. Soldiers use it to divert, disrupt or delay potential threats before they can engage friendly forces. It is also an effective, nonlethal means to warn civilians that they are approaching a zone of military operations.

Product Manager Soldier Precision Targeting Devices

The **Product Manager Soldier Precision Targeting Devices (PM SPTD)** develops and equips soldiers with portable precision targeting systems (locators, designators and entry devices). Joint force scouts, forward observers and joint terminal attack controllers across the full spectrum of operations use the equipment.

The **AN/PED-1 Lightweight Laser Designator Rangefinder (LLDR)** provides dismounted fire support teams, combat observation and lasing teams, and sco with a precision target-location and las designation system. It allows them to c for fire using precision, near-precision a area munitions. It is a crew-served, ma portable, modular target locator and la designation system.

The primary components of the AN PED-1 are the target locator module (TL and the laser designator module (LDM The TLM incorporates a thermal imag day camera, laser-designator spot imagi electronic display, eye-safe laser ran finder, digital magnetic compass, select availability/anti-spoofing module glo positioning system (SAASM GPS), and di tal export capability.

The Army is fielding a new compact la designator with the LLDR 2. It requires l power and operates on one common sing channel ground and airborne radio syst (SINCGARS) battery.

PM SPTD developed the LLDR 2H provide a precision targeting capability the dismounted soldier. It integrates a cel tial navigation system with the digital m netic compass in the TLM to provide hig accurate target coordinates. Soldiers c use the TLM as a stand-alone device or conjunction with the LDM.

By using the TLM, soldiers can recogn targets more than 7 kilometers away dur day operations. At night and in obscu battlefield conditions, soldiers can recogn vehicle-sized targets at more than 3 kilo ters. The LDM emits coded laser pulses co patible with DoD and NATO laser-guid munitions. Soldiers can designate target ranges greater than 5 kilometers.

The **Laser Target Locator (LTL)** provi daylight and limited night capabilities locate targets accurately and transmit t get data. These are commercial off-t shelf, handheld or tripod-mounted, lig weight laser target locators. PM SP designed them to deliver target data to e fire support and maneuver command, co trol, communications, computers and in ligence (C4I) system.

The **Vector 21** is a binocular laser ran finder (BLRF) with an embedded digi compass. Soldiers can use it in combinat with the AN/PVS-14 night vision gogg for limited night capability. Combined wh a precision lightweight GPS receiver (PLG or a DAGR, the system can compute a display targets.

The **Mark VII** integrates a monocular i rect-view optic, an image intensifier, a l ser rangefinder and a digital compass i o a day/night target location device. Th MARK VII provides a limited night capa ity. Combined with a PLGR or a DAGR, th system can compute and display targets.

The **Mark VIIE** is an improved Mark VI In addition to the Mark VII's capabilitie it features a more powerful 8x day optic, n uncooled thermal sight for increased nig



AN/PEQ-14 Integrated Laser White Light Pointer

rformance and an embedded GPS re-
ver for greater accuracy.

The **Target Reconnaissance Infrared Geo-
ating Range Finder (TRIGR)** incorpo-
es a 7x direct-view optic and an improved
cooled thermal sight for increased sight
ge. It also features a laser rangefinder, a
ital compass and embedded GPS to de-
mine target location.

The **Joint Effects Targeting System
TS)** is an Army-led, joint interest pro-
m with the Air Force and Marine Corps
develop and field a manportable target-
system that forward observers and joint
minal attack controllers can use. JETS
vides the dismounted forward observer
joint terminal attack controller with the
lity to acquire, locate, mark and desig-
e targets for precision GPS-guided and
r-guided munitions. It provides connec-
ty to the joint forces through fire and
se air support digital planning/messag-
devices.

The **AN/PSQ-23 Small Tactical Optical
le-Mounted (STORM) Micro-Laser
ngefinder (MLRF)** is a lightweight, mul-
nctional laser system. It operates on in-
idual and crew-served weapons, the
yker remote weapons station, and the
mmon Remotely Operated Weapons Sta-
(CROWS). It combines the functional-
of a laser rangefinder, the AN/PEQ-2A
ared aiming laser and illuminator, the
ltiple integrated laser engagement sys-
(MILES), a digital compass, and a visi-
pointer into a single system. The system
compute and display targets when
bined with a PLGR or DAGR.

ject Manager Soldier Protection
l Individual Equipment

he **Project Manager Soldier Protection
Individual Equipment (PM SPIE)** de-
ps and fields advanced soldier protec-
products, uniforms, and parachute sys-
s. These products protect soldiers and
rove mission effectiveness in any condi-
.

he **Product Manager Soldier Clothing
Individual Equipment (PM SCIE)**
vides soldiers with different uniforms
gned to protect them wherever they
Army combat uniforms are factory-
ed with the insect repellant permethrin
rotect soldiers from flying and crawling
cts.

he **Army Combat Uniform (ACU)** and
ne-Resistant Army Combat Uniform
ACU) consist of a jacket, trousers and
ol cap. Soldiers wear these with a mois-
-wicking T-shirt. They wear combat
s suited for temperate and hot weather
ditions or mountain combat boots for
ed terrain.

February 2010, the Army announced
ecision to change the operational cam-
age pattern for Afghanistan after re-
ing soldier feedback. The **Operation**



AN/PSQ-23 Small Tactical Optical Rifle-Mounted Micro-Laser Rangefinder

Enduring Freedom Camouflage Pattern (OCP) replaced the pixelated Universal Camouflage Pattern (UCP). OCP is more effective in Afghanistan's varied visual environments. The first soldiers to receive OCP were deployed in August 2010. Soldiers already in theater received theirs that fall. In August 2012, the OCP uniforms included an improved fabric and several design changes that made them easier to wear and more durable in rugged terrain.

The **Army Service Uniform (ASU)** is a traditional uniform that fully embodies utility, simplicity and quality. The ASU is Army blue. The Army traces this color back to the blue in the U.S. flag and blue uniforms worn by Continental Army soldiers in 1779. The ASU presents a distinctive appearance that easily identifies a soldier.

The ASU streamlines various dress uniforms—Green Class As, dress blues and dress whites—into one. This reduces the burden of maintaining up to three uniforms. The ASU allows soldiers to dress from the lowest end to the highest end of service uniforms with little variation required. It includes a coat and low-waist trousers for male soldiers, while female soldiers have a coat, slacks and skirt. The ASU uses a 55/45 wool/polyester fabric blend. This is heavier and more wrinkle-resistant than the current commercially available blue uniform. The new ASU coat has an athletic cut to improve fit and appearance. The short- and long-sleeved white shirts are wrinkle-resistant. They also have permanent military creases and shoulder loops.

The beret is the primary headgear for the ASU, but soldiers must also wear the service cap. Commanders have the discretion to determine if corporals and above should wear either the service cap or the beret. Soldiers can wear the windbreaker, all-weather coat, overcoat and sweaters with the ASU.

Soldiers can wear the new Combat Service Identification Badge (CSIB) on their ASUs to honor the heritage and traditions of combat service. The CSIB replicates the former Wartime Service Shoulder Sleeve Insignia on the ACU. The green leaders tab cannot be worn on the ASU.

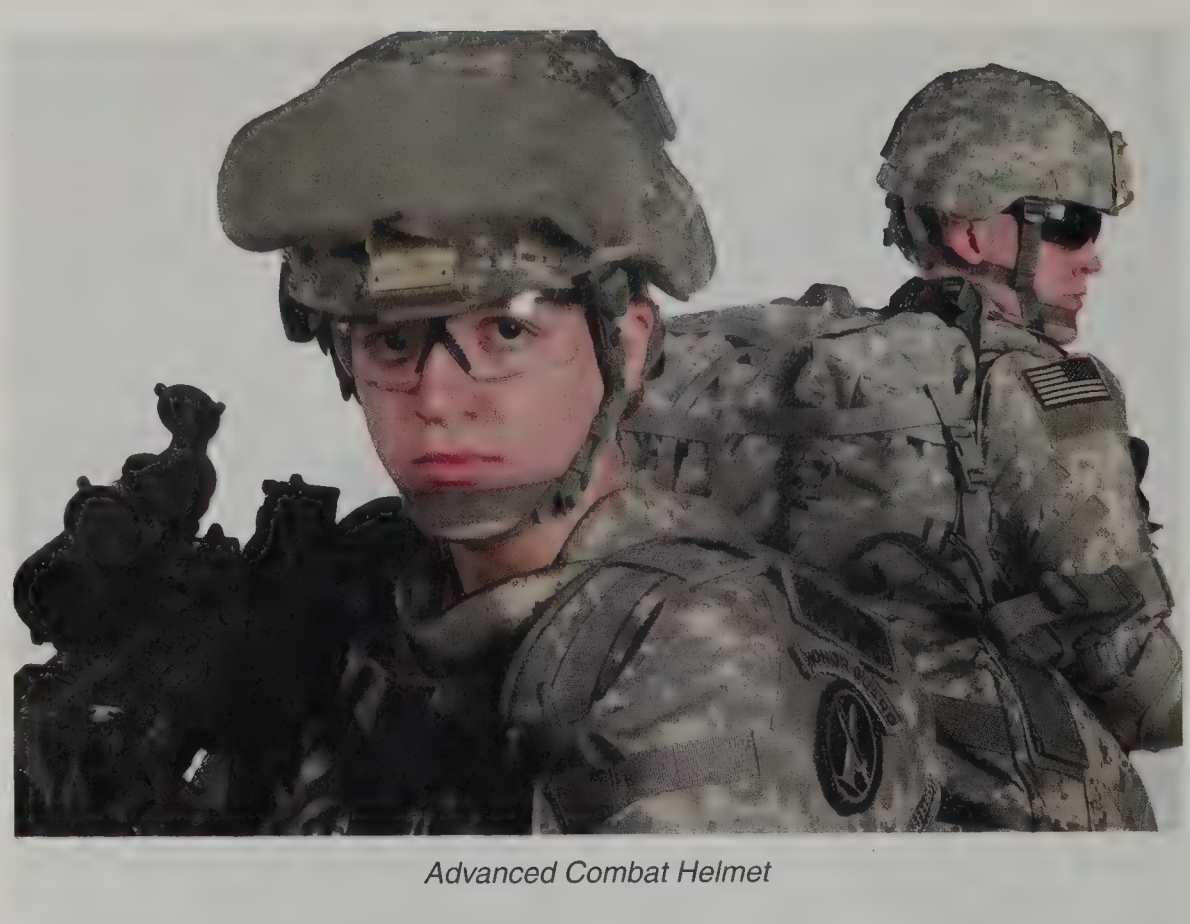
The ASU first appeared in military clothing sales stores in the fourth quarter of FY 2007. The Army introduced the ASU into soldiers' clothing bags at initial-entry training in FY 2010. The mandatory possession date for the ASU for all soldiers is the fourth quarter of FY 2014.

Product Manager Soldier Protective Equipment

The **Product Manager Soldier Protective Equipment (PM SPE)** increases soldiers' lethality and mobility. SPE optimizes their protection while effectively managing all life-cycle aspects of personal protective equipment.

Interceptor Body Armor (IBA) is a joint-service item designed and developed for the Army and Marine Corps. Interceptor is a modular, multiple-threat body armor system that consists of a base tactical vest and components. It includes small-arms inserts to protect soldiers from multiple battlefield ballistic hazards.

The **Improved Outer Tactical Vest (IOTV)**



Advanced Combat Helmet

is a side-opening vest that soldiers can don over their head or right shoulder. The vest incorporates an internal waistband inside for increased stability. It provides fragmentation and handgun protection. Small-arms protective insert augmentations provide additional ballistic protection. The IOTV consists of a front yoke and collar. It has protectors for the groin, lower back and deltoid.

The IOTV integrates with all modular lightweight load-carrying equipment (MOLLE) components. It has a quick-release system for emergency removal. Continuous IOTV upgrades to enhance the vest's form, fit and functionality come from feedback provided by soldiers.

The **Deltoid and Auxiliary Protector (DAP)** is an IBA component providing additional fragmentation and handgun protection to the upper arm and underarm areas. The DAP is an IOTV add-on to protect soldiers from the threat of improvised explosive devices (IED).

The **Soldier Plate Carrier System (SPCS)** is a lightweight and flexible vest. It provides a comfortable and secure fit with the capacity to accommodate the IOTV's small-arms protective inserts. Specific characteristics include MOLLE webbing for mounting components, compatibility with other equipment without impeding the ability to shoulder a weapon, easy don and doff capability, an increased range of sizes to ensure a comfortable fit, wiring integration, a drag strap for casualty removal capability, durability, OCP availability and optional cummerbund.

The **Enhanced Small Arms Protective Insert (ESAPI) plates** provide multiple-hit protection to the chest and back against small-arms threats. The Enhanced Side Ballistic Insert (ESBI) plates provide additional ballistic protection to a soldier's sides, which are not covered by ESAPI. The ESBI can also withstand small-arms hits from the same threats the ESAPI defeats.

The **X-Threat Small Arms Protective Insert (XSAPI) plate** meets short-term emerging threats. It provides additional ballistic protection against more lethal small-arms rounds. The X-Threat Side Ballistic Insert (XSBI) plates can withstand small-arms hits from the same threats as the XSAPI and provide ballistic protection to a soldier's sides, which are not covered by XSAPI.

The legacy **Concealable Body Armor (CBA)** is for soldiers in military police units, corrections, confinement and law-enforcement operations, DoD investigative and security components, and other U.S. military forces. The CBA offers ballistics protection to National Institute of Justice (NIJ) Level IIIA. The CBA provides maximum torso coverage while maintaining comfort and the ability to conceal.

The **Family of Concealable Body Armor (FoCBA)** program will replace the legacy CBA. It standardizes the CBA for all Army components and a portion of the DoD police force. The FoCBA provides two types of vest protection based on the operating environment or mission.

The Type 1 vest provides Level IIIA ballistic protection to the NIJ 0101.06 standard and stab protection to Level I of the NIJ 0115.00 standard. The Type 2 vest will provide stab protection to meet the NIJ 0115.00 standard for Level III stab protection, while meeting additional Army requirements. These vests will allow for increased mission effectiveness by providing improved protection and a selection based on the operational environment.

The **Pelvic Protection System (PPS)** i two-tiered system composed of a Tier I p tective undergarment (PUG) and a Tie protective outer garment (POG). Soldi wear the PUG next to their skin. It st small fragments, reduces the penetration dirt in wounds and minimizes the risk infection from fine debris. Soldiers wear POG over the UCP or OCP. In conjuncti with the Tier 1 PUG, it reduces penetrati by larger threats and debris. The POG p vides ballistic protection similar to IOTV.

The **Advanced Combat Helmet (AC** comes in five shell sizes: small, mediu large, extra large and extra-extra large. It cludes a modular pad suspension syst retention system and ballistic nape p The modular pad suspension system i proves blunt-force impact protection, sta ity and comfort. The cotton/polyester fo point design retention system allows quick adjustment for head size. The balli nape pad attaches to the retention syst This improves comfort and stability, an provides protection against small arms a fragmentation threats to the nape. The A weighs 2.9 to 3.8 pounds, depending size. The helmet cover is available in U and OCP.

The **Enhanced Combat Helmet (ECH)** i proves ballistic protection, stability and co fort without adding weight or degradin soldier's hearing and field of vision. T ECH provides increased protection aga ballistic and fragmentation threats. It u advanced thermoplastic materials that quire different manufacturing processes fr those associated with resin-impregnat para-aramids (synthetic fibers). The E weighs between 2.8 and 4 pounds, depe ing on size. The helmet's cover is availa in UCP or OCP.

The **Helmet Sensor (HS) Gen II** i small, lightweight, low-power sensor su that mounts inside the ACH or combat hicle crewman helmet (CVCH). It reco traumatic incidents, such as IED explosi or vehicle accidents, and documents forces exerted on the wearer. Soldiers so times appear unscathed following a tr matic incident only to develop mild tr matic brain injury later. The helmet sens measure and record G-forces exerted on different axes and collect overpressure formation. A database stores this inform tion along with other similar incidents. ficials can cross-correlate an incident wh medical records. Researchers can study if there is a link between brain injuries a traumatic forces exerted on a soldier's he This information helps the Army medi community establish a body of knowled to develop an objective head expos monitor and rapid head injury-screeni tool.

The **Military Combat Eye Protectio (MCEP)** program is an umbrella progr

protect soldiers' eyes from external eats and hazards such as ballistic frag- ntation, electromagnetic radiation, sand, id and dust. MCEP provides eye protec- n for both prescription and nonprescrip- n wearers in a variety of commercial les and sizes. This variety of eyewear en- es soldiers to choose the best eyewear their mission while maintaining military ndards for eye protection.

he **Advanced Bomb Suit (ABS)** pro- s explosive ordnance disposal (EOD) diers against bombs and IEDs. This sys- n uses new materials technology and ign to provide protection, comfort and onomic efficiency. The ABS ensemble sists of the EOD 8 bomb suit and EOD 9 met.

he bomb suit is a full-body ensemble protects the wearer from fragmentation, t overpressure, impact, heat and flame. minimize weight and maximize flexibil- the suit's level of fragmentation protec- varies based on wounding potential. re is blast overpressure protection to the t of the thorax. The head and spine fea- s impact protection. Fire-resistant mate- provide heat and flame protection.

he suit also includes an ice-based cool- system to extend mission duration. A d-protection module provides increased ection. Wearers can remove the system ss than 30 seconds. All ballistic inserts removable for easy cleaning and repair. system's design allows for future up- des to communications, performance capability.

ject Manager Soldier Weapons

ne **Project Manager Soldier Weapons SW)** ensures soldiers have battlefield inance in individual and crew-served pons capabilities. PM SW supports sol- s through the development, acquisition, ing and sustainment of current and fu- weapons systems. It also supports as- ated target acquisition and fire control ucts. Soldiers benefit from continuous rovement programs and are equipped systems that enhance lethality and ivability.

duct Manager Individual Weapons

oduct Manager Individual Weapons IW) develops current and future ri- carbines, pistols, shotguns, grenade chers, sniper systems, airburst weap- and related target acquisition/fire con- products.

ne **M4/M4A1 Carbine** features light- speed, mobility and firepower, and it ndard issue for brigade combat teams. ughout more than 10 years of sus- d combat operations, the 5.56 mm M4 proven itself an effective weapon sys- The system is 1 pound lighter and portable than the M16 series of rifles. iers can mount the M203A2 grenade launcher, M320 grenade launcher or M26 modular accessory shotgun system (MASS) to the M4 series of carbines. Many performance-based design improvements since its inception keep the M4 well-suited for soldiers. The Army authorized the upgrade of all M4s to the M4A1 configuration in September 2010. The M4A1 has full automatic capability, an ambidextrous fire selector and a slightly heavier barrel that increases the sustained rate of fire.

The **M16A2/A4 Rifle** is the most prevalent combat rifle in the Army's inventory. Soldiers can fire the gas-operated, air-cooled, shoulder-fired 5.56 mm weapon in either automatic three-round bursts or semiautomatic single shots. The M16A2 has an integral rear sight, while the M16A4 includes a MIL-STD 1913 upper receiver and forward rail system with a backup iron sight. Both systems can accommodate modern optics and accessories and can incorporate the M203 and M320 40 mm grenade launchers.

The **M320 Grenade Launcher** enables soldiers to engage the enemy accurately out to 350 meters with 40 mm low-velocity grenades. The M320 will replace all M203 series grenade launchers mounted on the M16/M4 series of rifles and carbines. The weapon includes a side-loading unrestricted breech that permits the system to fire longer 40 mm projectiles (NATO standard and nonstandard). It also features the enhanced safety of a double-action trigger/firing system.

The **M26 MASS** provides soldiers with a 12-gauge shotgun accessory attachment with lethal, less-than-lethal and door-breaching capabilities. The system attaches underneath an M4's barrel and provides a capability equivalent to a stand-alone shotgun. Soldiers can convert the M26 without tools to operate in a stand-alone mode. The Army began fielding the M26 to select engineer and MP units in 2012.

The **M107 Semi-Automatic Long Range Sniper Rifle (LRSR)** fires .50-caliber ammunition. It delivers precise, rapid fire on targets out to 2,000 meters. It is especially valuable during military operations in urban terrain, where greater firepower and stand-off ranges provide counter-sniper capability while enhancing sniper survivability.

The **XM2010 Enhanced Sniper Rifle (ESR)** is a fully upgraded M24 sniper weapon system. The Army rechambered it to fire .300 WinMag ammunition. The bolt action, magazine-fed system provides precision fire on targets at ranges 50 percent farther than existing 7.62 mm sniper systems.

The XM2010 includes a suppressor and a fully adjustable right-folding chassis system featuring a monolithic MIL-STD 1913 accessory rail and accessory cable routing channels. Soldiers can tailor the shooter interface to accommodate a wide range of shooter preferences. Fielded with the XM2010 is a Leupold Mark 4 6.5 to 20x50 mm extended range/tactical riflescope. It features a scalable ranging and targeting reticle and an AN/PVS-29 Clip-on Sniper Night Sight. The Army began fielding the XM2010 to sniper teams in Afghanistan in 2011.

The **XM25 Counter Defilade Target Engagement (CDTE) system** is the Army's latest developmental weapon. It addresses the problem of defeating enemies behind cover, defilade and exposed targets at ranges and accuracies not seen in today's small arms. It fires 25 mm high-explosive airburst (HEAB) munitions. The XM25 incorporates full-solution target acquisition and fire control that integrates a thermal sight, 2x direct-view optics, a laser rangefinder, compass, fuze



XM25 Counter Defilade Target Engagement system



M68 Close Combat Optic

setter, ballistic computer and internal display.

The **M110 Semi-Automatic Sniper System (SASS)** is the Army's medium-caliber sniper rifle. It supplements the sniper's role to support combat operations with greater firepower and versatility. The 7.62 mm SASS brings a semiautomatic capability to sniper teams. It is particularly effective in urban areas, where there are multiple targets and frequent close-combat situations.

The M110 comes with a suppressor and incorporates a 3.5x10 scope with illuminated mil-reticle. It also comes with the M151 Enhanced Spotting Scope, which allows long-distance target recognition and identification. With powerful and bright optics, the spotting scope has 12x to 40x magnification with a 60 mm objective lens diameter. The scope has a Leupold mil dot (round dot) reticle for both range estimation and tactical collaboration with the shooter. The scope is weatherproof and fog-proof.

The **M14 Enhanced Battle Rifle (EBR)** provides infantry squads operating in Afghanistan with interim capability to engage enemy targets beyond the range of M4s and M16s. The 7.62 mm weapon is air-cooled, gas-operated and magazine-fed. It is a modern M14 rifle mated to an enhanced aluminum billet stock, tactical scope and cantilever mount. The rifle is effective in close-quarters combat and in the conceptual squad designated marksman role.

The **M9 Pistol** is a 9 mm pistol with rail-attachment capabilities that enhances lethality and survivability in close combat situations. It is the primary sidearm of crew-served weapon soldiers and others who have a personal defense requirement, including law-enforcement personnel, unit leaders and aviators.

The **M68 Close Combat Optic (CCO)** is a red-dot aiming device. It enhances target acquisition speed by allowing soldiers to engage targets up to 300 meters with both eyes open to maintain situational awareness. The sight has no magnification. Soldiers can use it with all current night-vision enhancements.

The **M150 Rifle Combat Optic (RCO)** is a rugged, battery-free, 4x magnified optic. It provides full mission profile optical capability for use on the M4/M16/M249 weapon systems. An enhanced capability of the M150 RCO is range estimation that, along with the bullet drop compensated reticle, provides accurate target engagements out to 800 meters for trained operators.

Product Manager Crew-Served Weapons

The **Product Manager Crew-Serv Weapons (PM CSW)** is responsible current and future light and heavy r chine guns, grenade launchers, related t get acquisition/fire control products, a remote weapons systems.

The **M153 Common Remotely Opera Weapon Station (CROWS)** provides s diers with the ability to acquire and eng targets while protected inside an armo vehicle or under cover. CROWS is a sta lized mount that contains a sensor suite a fire control software. It allows on-the-m target acquisition and first-burst target gagement. CROWS mounts on tactical hicles or emplaces at fixed site location supports the Mk 19 40 mm grenade m chine gun, M2/M2A1 .50-caliber mach gun, M240B 7.62 mm medium mach gun and M249 5.56 mm Squad Autom Weapon (SAW). The CROWS' sensor su includes a daytime video camera, therm camera and laser rangefinder. This perm target engagement under day and ni conditions.

The **Mk 19 40 mm Grenade Mach Gun** is an air-cooled, belt-fed, blowba operated, fully automatic weapon syste It has a cyclic rate of fire of 325 to rounds per minute. It has a maximum ef tive range of 1,500 meters for point tar and 2,212 meters for area targets. It f high-velocity 40 mm grenade cartridges, cluding M383 high-explosive antiperson rounds, high-explosive dual-purpose (h tipersonnel and armor-piercing) rour and training practice rounds. The Mk 19 e livers a heavy volume of accurate and c tinuous firepower against enemy perso and lightly armored vehicles. Soldiers mount it on a tripod or on multiple vehi platforms. It is the primary suppress weapon for combat support and com service support units.



Mk 19 40 mm Grenade Machine Gun

The **M2 .50-caliber Machine Gun** is belt-d, recoil-operated and air-cooled, and it s a cyclic rate of fire of 450 to 600 rounds r minute. It has a maximum effective nge of 1,500 meters for point targets and 30 meters for area targets. This battle-oven system mounts on the M3 tripod d on most vehicles. It also serves as an tipersonnel and antiaircraft weapon. It is ghly effective against lightly armored ve-cles, low- and slow-flying aircraft, and all boats. The M2 provides suppressive e for offensive and defensive purposes. It capable of single-shot and automatic fire. post-combat surveys, soldiers rated the 2 among the most effective weapon sys-ms in their small-arms arsenal.

The **M2A1 with Quick-Change Barrel** d fixed headspace and timing is an en-ncement to the M2 .50-caliber machine n. It offers soldiers increased performance d design improvements. The weapon is ier and safer to use while meeting all of M2 reliability and operational charac-istics. The M2A1 improves survivability d safety by reducing the time required change the barrel. It eliminates the need manually adjust headspace and timing. e M2A1 also provides a flash hider that uces muzzle flash by 95 percent, mak-the weapon less detectable in dark-s. The Army began fielding the M2A1 2011, and it was designated an Army's eatest Invention that year. The Army ns to upgrade its fleet of 45,000 M2s to M2A1 standard.

The **M240B 7.62 mm Medium Machine n** is a gas-operated, crew-served ma-ne gun. It has a cyclic rate of 550 to 650 nds per minute. It has a maximum effec-range of 600 meters against point tar-s and 800 meters against area targets. It nes with an accessory rail integrated h the top cover to attach sighting de-es. The Army issues it to infantry, armor, d artillery and combat engineer units require medium-support fire.

The **M240L 7.62 mm Medium Machine n (Light)** weighs approximately 5 pounds than the existing M240B, while meeting all its reliability and operational characteristics. The M240L incorporates titanium construction and alternative manufacturing methods to achieve its weight savings. The weapon system's short barrel and collapsible butt-stock configuration allow easier handling and movement of the weapon. The rugged and reliable M240L has a minimum 50,000-round receiver life.



M240H 7.62 mm Machine Gun (Aviation Version)

The **M240H 7.62 mm Machine Gun (Aviation Version)** supports aviation operations and demonstrates reliability equal to that of the M240B. It delivers two minutes of continuous suppressive fire and is removable for use in a ground role. It replaces the M60D machine gun for the UH-60 Black Hawk and CH-47 Chinook helicopters as part of their defensive armament systems.

The **M249 5.56 mm SAW** serves as an automatic rifle and light machine gun for infantry squads. The M249 SAW is an air-cooled, belt-fed, 5.56 mm weapon with fixed headspace and a quick-change barrel. It has a cyclic rate of fire of 700 to 850 rounds per minute and a maximum effective range of 600 meters for point targets and 800 meters for area targets. Soldiers can fire the weapon from the shoulder, bipod/tripod-mounted or vehicle-mounted position. It replaced the M16 rifle in the squad automatic rifle role.

The **M192 Lightweight Ground Mount for Machine Guns** and the **M205 Lightweight Heavy Machine Gun Tripod** are the Army's improved machine-gun tripod systems. The M192 provides a lighter weight, low-profile mounting platform for the M249 and M240. It offers controlled, sustained and accurate fire at extended ranges. The M192 is compact and collapsible, and it weighs 6 pounds less than the M122A1 tripod it replaces.

PM CSW will begin fielding the M205 in 2013 for the dismounted M2/M2A1 and Mk 19 to enable a quicker, more accurate target engagement. At 34 pounds, the M205 weighs 16 pounds less than the current M3 heavy tripod. It offers an integrated traverse and elevation mechanism that soldiers can operate with one hand.

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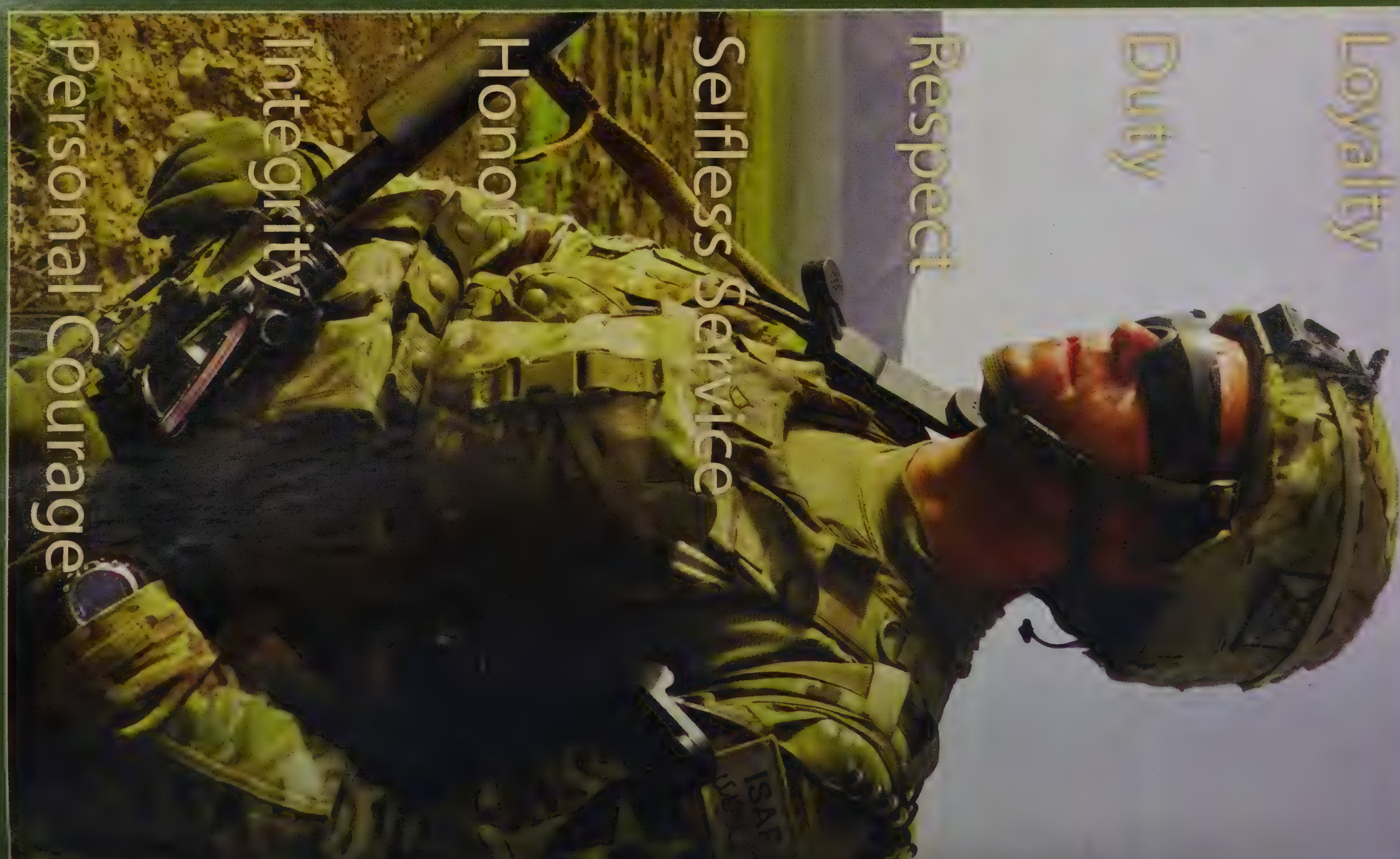
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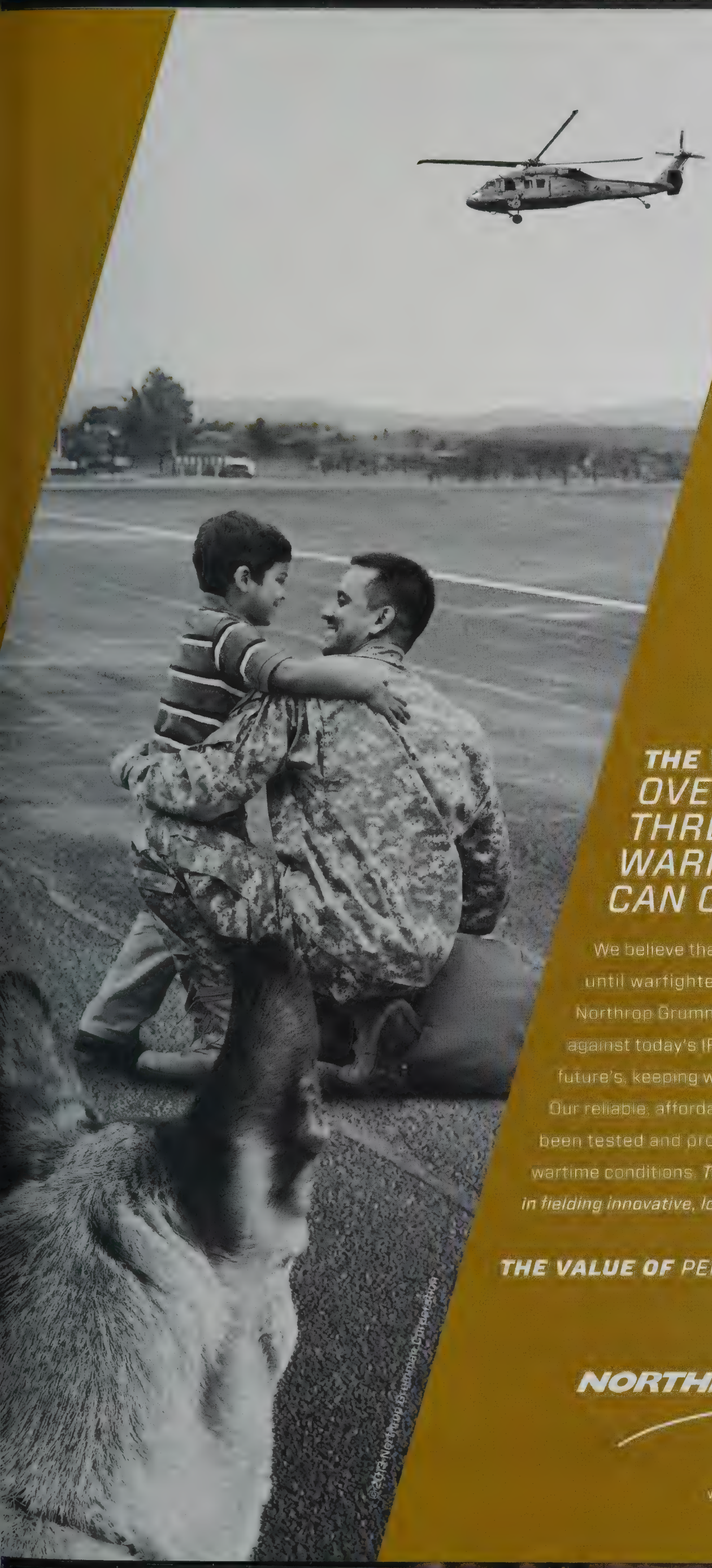
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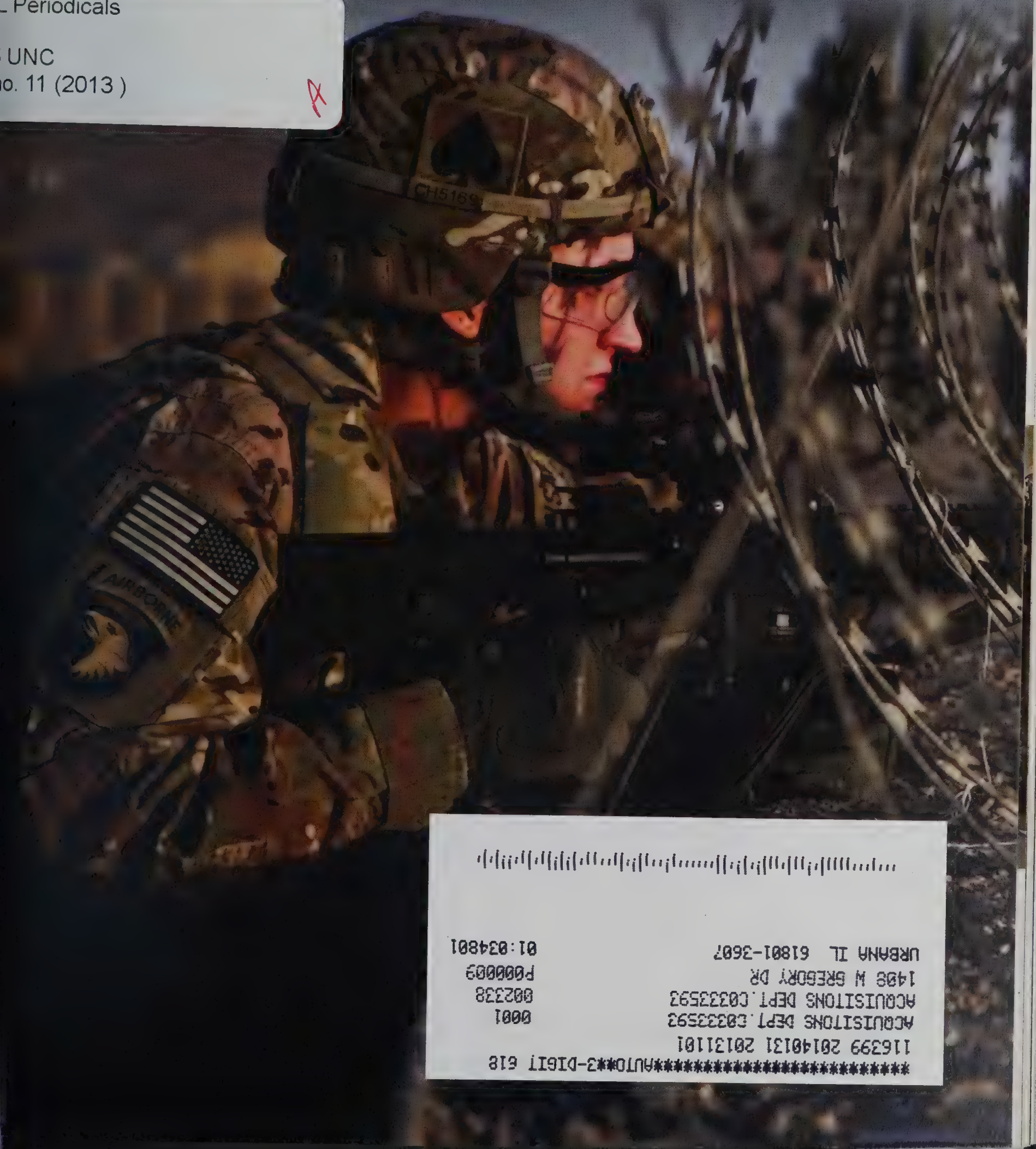

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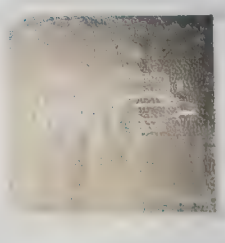
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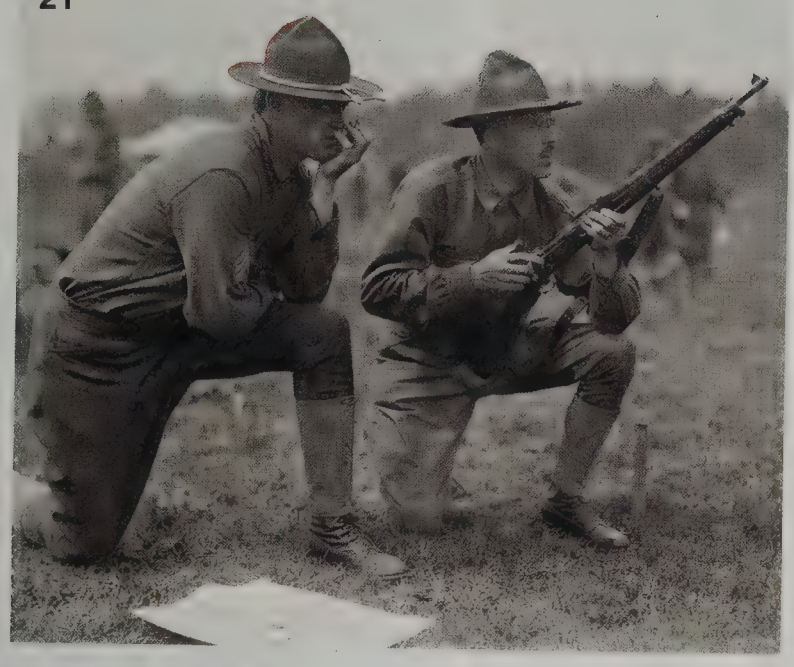
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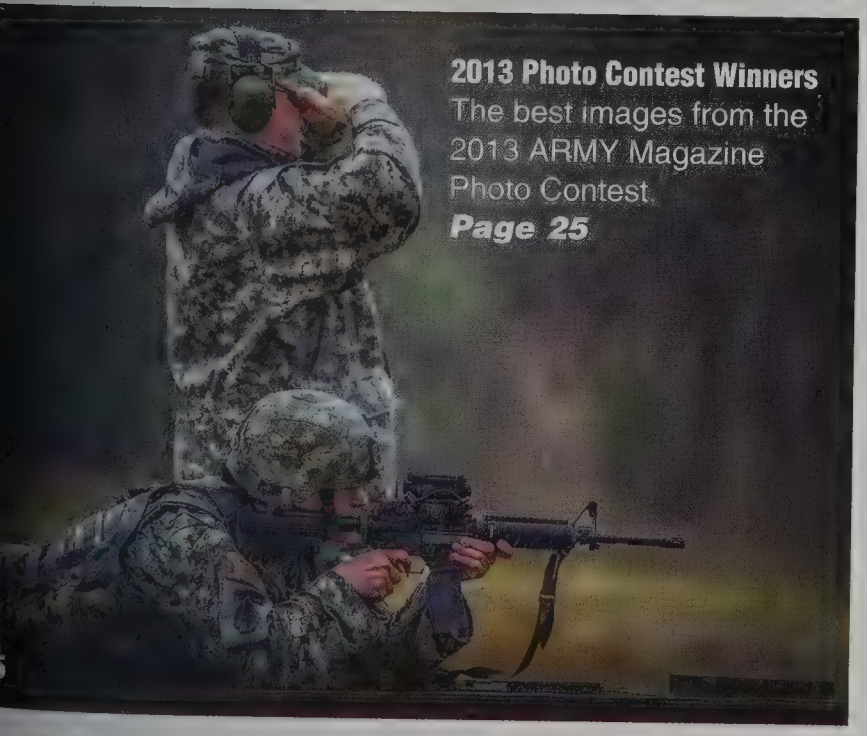
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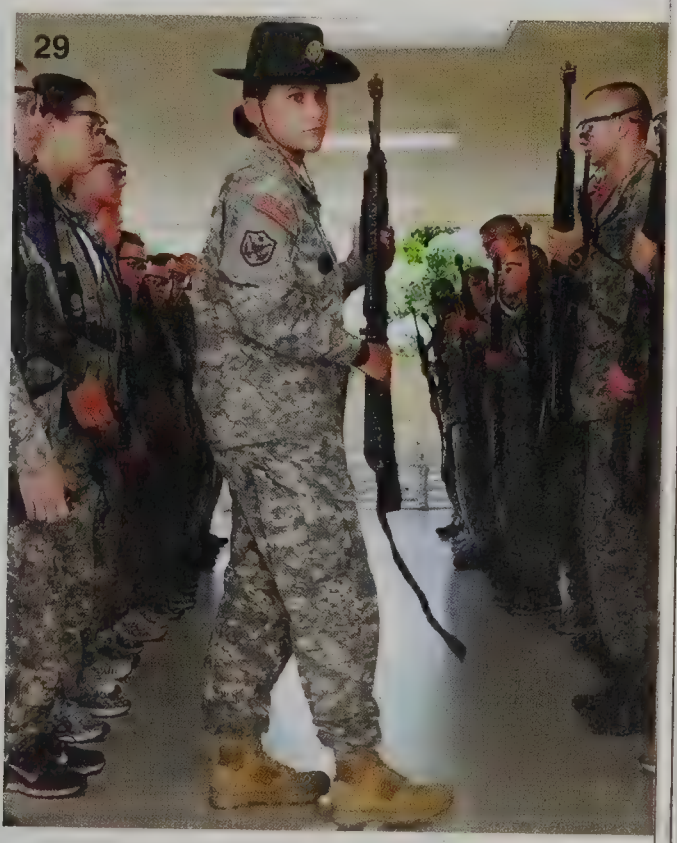
The Outpost: Before the Deluge
By LTG Daniel P. Bolger, USA Ret.
This new column is designed to give ARMY readers the opportunity to learn more about topics of Army interest—this month, insights into why the U.S. Army achieved success in World War I.
Page 21



2013 Photo Contest Winners
The best images from the 2013 ARMY Magazine Photo Contest.
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Soldier 2020
By GEN Robert W. Cone
U.S. Army Training and Doctrine Command is spearheading the servicewide effort to maintain combat effectiveness while placing qualified women into positions and occupational specialties previously closed to them.
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Vibrant Response 13-2
'Preparing for a Day That We Hope Never Comes'
By Scott R. Gourley
Vibrant Response 13-2, a U.S. Army North field training exercise, confirmed the operational and tactical capabilities of DoD's chemical, biological, radiological and nuclear response forces in the aftermath of a domestic terrorist attack. ***Page 34***

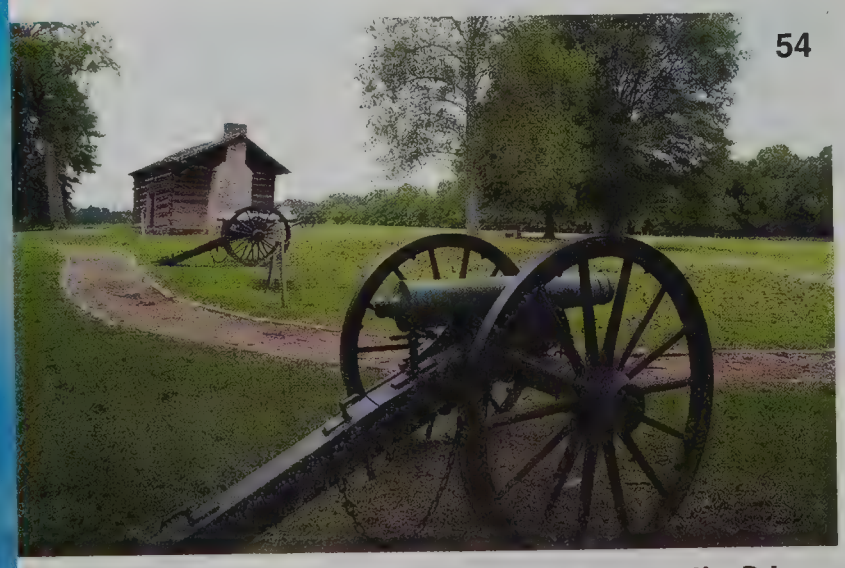
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Another Training Revolution Coming
By GEN William Scott Wallace, USA Ret.
Given the political instability around the globe, the challenging training demanded by a force honed by years of battle, and the current bleak fiscal environment, the Army must take advantage of various types of training, including live, virtual and constructive simulation, to prepare soldiers for success in future conflicts. ***Page 39***



The Big Red One Loses Its Commander
By COL Cole C. Kingseed, USA Ret.
Despite earning glory in highly successful campaigns in North Africa and Sicily during World War II, 1st Infantry Division commander MG Terry de la Mesa Allen found himself relieved of command and reassigned. ***Page 44***



Chickamauga the Battle, Chattanooga the Prize
Text and Photographs by Dennis Steele
Although Confederate forces under GEN Braxton Bragg gained a tactical victory over the Union's Army of the Cumberland in Georgia at the Battle of Chickamauga, his failure to capitalize on the win led to the South's loss of strategically located Chattanooga, Tenn. ***Page 54***



The Lima Army Tank Plant
By Scott R. Gourley
Army Materiel Command's Joint Systems Manufacturing Center in Lima, Ohio, is a government owned/contractor operated facility that was activated in 191 and has produced the Abrams battle tank sinc 1976. ***Page 51***

CompanyCommand: Leading in Fiscally Lean Times
Commanders share insights into how to deal with the current budget shortfall and describe various ways they have succeeded in reducing spending and preventing waste while still training, developing, maintaining and operating on a day-to-day basis. ***Page 57***



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Letters

WAC Memories

■ Thank you for the "Historically Speaking" story on the Women's Army Corps (WAC) in the August issue of ARMY ("What Aunt Elizabeth Would Have Said").

When I was an ROTC cadet attending summer training at what was then called Indiantown Gap Military Reservation (now Fort Indiantown Gap), Pa., my professor of military science was the camp's public information officer (PIO). Since I was a journalism major and editor of the university newspaper, he drafted me to be the cadet equivalent of a PIO.

When I arrived for my first day on the job, I was introduced to my "assistants"—two WAC officers, a captain and a major—one of whom was certainly old enough to be my mother. I had met a member of the Women's Army Corps only once before. When I was about 3 years old, my father, a recovering World War II veteran who was wounded during the Normandy invasion, was an instructor at the Command and General Staff School at Fort Leavenworth, Kan. As a result of his wounds, he was assigned a WAC driver.

"Summer Camp" was a totally beneficial engagement. Along with the training curriculum, I was writing and editing the camp newspaper and working with the press. Without my WAC guides, I would not have s ceeded, nor would I have lear nearly as much about the Army. PIO work was recognized, and wh returned to college for my senior y I was appointed ROTC battalion e utive officer.

In short, the experience was piv in shaping my future Army relat ships with female officers and enli personnel. My two WAC hel guided, encouraged and educated My respect and understanding women in the Army were greatly hanced and stayed with me in half-century that followed. For positive encounter, I remain grateft this day. Without my WAC assistar would have become a lesser man certainly a less effective officer.

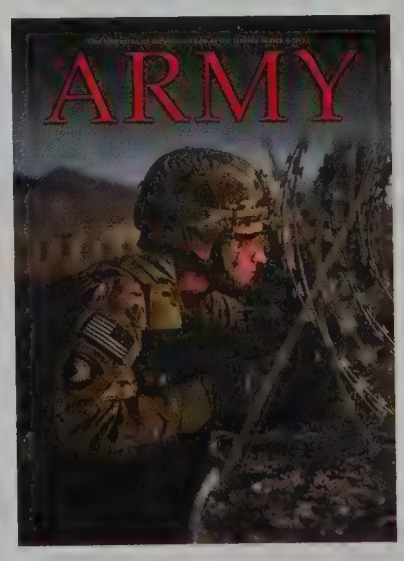
COL J.J. Stives, USA Ret.
Vero Beach, Fla.

Yudh Abhyas 2013 Revisited

■ It was a great pleasure to Dennis Steele's article on Yudh Ab 2013 and the Indian army's visit to Bragg, N.C. ("Pacific Partnershi Fort Bragg: Learning to Operate 'at Speed of Trust,'" August). The khas are great soldiers.

After my first tour with the Airborne Division in 1955–57, I wet the 25th Infantry Division in Ha While in the 27th Infantry Regi (the Wolfhounds), I was sent to

This Month's Cover



SGT Cara L. Hubbard provides security du ing battle drill training at Forward Operati Base Lightning in Paktia Province, Afgha istan, in October. She is assigned to the 4 Brigade Combat Team, 101st Airborne Di sion (Air Assault). In this issue, GEN Robe W. Cone, commanding general of U.S. Arm Training and Doctrine Command, explains t Soldier 2020 program, which he describes a deliberate servicewide effort that "includ opening previously closed positions and occ pational specialties to women while maintai ing our combat effectiveness." The article begins on Page 29.

(Cover photograph by U.S. Army/SGT Justin A. Moeller)



itish Jungle Warfare School in Ma-
a while the fight against communist
rorists was still going on. One of the
tish officers in the course was from
Gurkha battalion. He gave me a ku-
knife direct from the supply room.
nen I returned to Hawaii, I ran tropi-
training for all units of the division
d I wore the kukri all the time.
After my second tour in the 82nd as a
mpany commander, I went to Vietnam
an advisor to an airborne battalion.
Again, I wore the kukri at all times. I
re it during my second tour as a bat-
on commanding officer in the 1st
vision and advisor to a regiment. It
n excellent knife and I used it often.
worked great as a machete.) Thanks
in for your fine article.

COL RICHARD HOBBS, USA RET.
parks, Nev.

ysical Training—Revisited

Thank you for the in-depth arti-
on physical training (PT) in the
mpanyCommand section of the
edition.

s a 22-year Army veteran, I can say
PT was rarely seen as anything
punitive. Formation runs, compet-
with the jocks who were usually
t at PT but incompetent at their as-
ed MOS, were demoralizing.

ne picture on page 60 in the article
xtremely informative. Per the cap-
, this is a group of soldiers being
ied as master fitness trainers. One soldier has a knee on the floor; another is in a sitting position, as if sitting on an imaginary chair; and others have their knees so radically bent that they are stressing the knee beyond the point of strength.

These are supposed to be the experts on conducting PT for their current and future units. They can't even follow the instructor, nor can they conform to the instruction and modeling being demonstrated. This is the challenge with conducting useful and motivating PT.

It was refreshing to hear some of the commanders speak to training regimens that would take the dull out of the "daily dozen" and formation run. Unfortunately, I am afraid these innovators may be forced to conform or leave the service. Neither option will be good for the Army.

MSG GARY A. PICKERING, USA RET.
Muscatine, Iowa

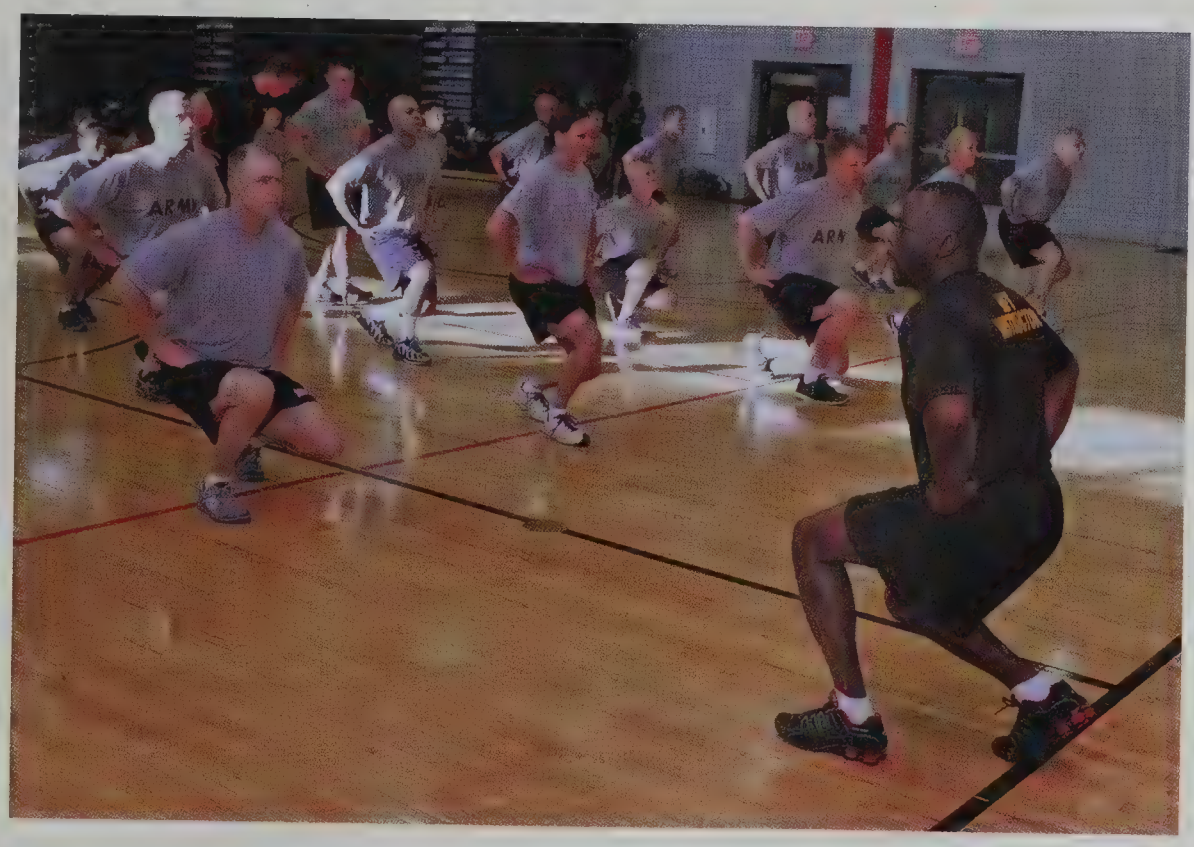
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Washington Report

Army Readiness at Risk

Testifying before the House Armed Services Committee in September, Army Chief of Staff GEN Raymond T. Odierno warned that sequestration—the decade-long series of budget cuts mandated by the Budget Control Act of 2011—could destroy the readiness of the Army. GEN Odierno believes the Army will be unable to meet the defense strategic guidance established in 2012 if sequestration goes into full effect. Unless Congress mitigates budget cuts, he said, 85 percent of the Army's brigade combat teams will be ill-prepared for contingency requirements by the end of fiscal year (FY) 2014.

GEN Odierno bluntly listed other aspects of sequestration that he said would be detrimental to the health of the force. "We'll be required to end, restructure or delay more than 100 acquisition programs," he said, "putting at risk the ground combat vehicle program, the armed aerial scout, the production and modernization of our aviation programs, system upgrades for unmanned aerial vehicles, and the modernization of our air defense command-and-control systems, just to name a few."

The automatic budget cuts mandated by sequestration not only cost the Army money needed to reset and repair equipment, but they also resulted in a loss of employees and their valuable technical skills, LTG Raymond V. Mason, deputy chief of staff, Army G-4, told members of the House Armed Services Committee's readiness subcommittee in October.

Sequestration cost the Army $1.7 billion required to repair and reset approximately 32 helicopters, 800 vehicles, 2,000 weapons and 10,000 pieces of communication equipment returning from Afghanistan. "All of that got pushed to [FY] 2014," LTG Mason said, "and now here we are in [FY] 2014 and not able to do that work again."

According to GEN Odierno, proposed end-strength reductions "will put our ability to conduct even one sustained major combat operation at substantial risk."

Pay Our Military Act. Just before the midnight deadline for passage of a budget bill in late September, the House and Senate—in a rare act of bipartisanship—passed the Pay Our Military Act, which President Obama then signed into law. It ensures that servicemembers, including reserve component personnel on active duty and essential civilian personnel and contractors, will be paid despite the government shutdown. Approximately 400,000 people—about half of DoD's civilian workforce—were kept on after the shutdown.

Within days of the shutdown, Secretary of Defense Chuck Hagel issued a statement announcing that most of the DoD civilians who were furloughed would be asked to return to work beginning almost immediately. The Pay Our Military Act allows DoD "to eliminate furloughs for employees whose responsibilities contribute to the morale, well-being, capabilities and readiness of servicemembers," he announced, and he expects to "significantly reduce—but not eliminate—civilian furloughs."

DoD continued to fund fire- and emergency-response services, many war-related activities, inpatient care at military hospitals, and DoD Educational Activity schools. According to contingency plan information released by DoD before the shutdown, nondeployed servicemembers performed the work of furloughed civilians, most temporary duty travel was canceled, and inactive duty training was curtailed for members of the reserve components.

Vets Crash World War II Memorial. When the House of Representatives and the Senate failed to pass a funding bill for fiscal year 2014, the U.S. government shut down for the first time in 17 years at 12 A.M. on October 1. In addition to forcing several hundred thousand federal employees to take unpaid leave, the shutdown closed national parks and federal buildings.

Later that morning, those closings did not deter four busloads of veterans visiting Washington, D.C., from Mississippi as part of an Honor Flight tour. Nearly 100 elderly veterans, some of them in wheelchairs, ignored the instructions of National Park Service police at the National Mall and went on to tour the World War II Memorial. A group of veterans from Iowa followed them. Several hundred veterans from Missouri, Kansas and Illinois crashed the blockade at the site the following morning.

The memorial remains officially closed, but the National Park Service released a statement announcing that Honor Flight members will not be barred from entering the site.

With more Honor Flight tours planned—they take months to organize and require thousands of dollars in donations—the veterans "are being granted access to the World War II memorial to conduct First Amendment activities."

Medal of Honor. In a ceremony scheduled for October at the White House, former CPT William D. Swenson will become the first Army officer to receive the Medal of Honor for operations in Iraq and Afghanistan. He will be the sixth living recipient of the nation's highest award for battlefield gallantry. CPT Swenson was serving as an embedded trainer of, and mentor to, the Afghan National Security Forces from the 1st Battalion, 32nd Infantry Regiment, 3rd Brigade Combat Team, 10th Mountain Division, when more than 50 Taliban insurgents ambushed his unit in September 2009 during the Battle of Ganjgal in eastern Afghanistan's Kunar Province.

More information about CPT Swenson, the award and the ceremony will be in a forthcoming issue.


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News Call

ANSF Leading in Afghanistan

'G Mark A. Milley, commander of e International Security Assistance rce Joint Command and deputy mmanding general of U.S. Forces-ghanistan, told reporters at a Sep-mber press briefing that Afghan Na-nal Security Forces (ANSF) "have mpletely taken the lead in this fight" d are leading "well over 90 percent of e operations that are occurring." U.S. ops provide support to the ANSF in e form of advisors and trainers, help-g with intelligence capabilities and se air and helicopter support, but NSF are planning, coordinating, syn-ronizing, executing combat opera-ns and running multiple special oper-ons, he said.

LTG Milley said that two changes ke it a different fight in Afghanistan lay from that which he saw previ-sly. The first is that "the forces of ghanistan, the forces of the govern-nt are, in fact, engaged every single y." The second significant change, continued, is that the enemy is uantitatively and qualitatively dif-ent." The enemy continues to per-m suicide bombings, road bomb-s and assassinations, but "they 't build; they can't provide an alter-ive form of governance. ... All the ormation we have, both classified l unclassified, clearly indicates the t majority of people in this country ct the agenda or the program that eing offered by the opponents, the mies, of Afghanistan."

TG Milley told the reporters that ditions are much better in Afghan-n today than they were on his pre-us deployment, and he is more op-stic about the outcome there.

e Security Review. In the wake of mass shooting at the Washington, ., Navy Yard in September, in which employees died, Secretary of De-se Chuck Hagel announced that) would conduct two reviews con-cerning security procedures and clearances on its installations.

Secretary Hagel assigned Deputy Defense Secretary Ashton B. Carter to lead the department reviews. The first will scrutinize physical security and access procedures at all DoD installations worldwide. The second will examine DoD's practices and procedures for granting and renewing security clearances, including those held by contract employees. That review will be coordinated with officials at the Office of the Director of National Intelligence and the Office of Management and Budget.

Secretary Hagel also ordered an independent panel to conduct its own assessment of security at DoD facilities and security clearance procedures and practices. "The Department of Defense will carefully examine the assessments, the conclusions and recommendations of these reviews, and we will effectively implement them," he said.

The Navy Yard gunman, a former Naval reservist who was a contract worker at the site, had a security clearance that allowed him free access to the facility.

Chemical Weapons in Syria. The situation in Syria has escalated since July, when Chairman of the Joint Chiefs of Staff GEN Martin E. Dempsey presented military options to deal with the long-standing conflict between Syrian president Bashar al-Assad's regime and the rebels determined to oust him.

The U.N. confirmed that the lethal poison sarin was used outside the city of Damascus in August. The U.N. did not openly ascribe blame, but the trajectory of the missiles as well as their size and shape suggested they had been fired from Syrian military installations. The Obama administration originally threatened military action.



U.S. Army/SSG Brooks Fletcher

U.S. Army Europe (USAREUR) commander LTG Donald M. Campbell Jr. (right) accepts a German flag from Col. Wolfgang Mika of the Federal Defense Forces of Germany in September. Behind them, COL Bryan DeCoster, U.S. Army Garrison Baden-Württemberg commander (left), presents Dr. Eckart Würzner, lord mayor of the city of Heidelberg, with a U.S. flag during the final retreat ceremony at Campbell Barracks in Heidelberg, Germany. Campbell Barracks served as the command's headquarters from 1952 until it relocated to Wiesbaden earlier this year. Two more garrisons—Schweinfurt and Bamberg—will close by 2015. In the next five years, USAREUR will downsize to seven major garrisons.



U.S. Army/Joseph K. VonNida

Colorado National Guard soldiers perform rescue operations using a light medium tactical vehicle in Boulder County, Colo., in September.

Upcoming Deployments. In September, DoD identified six units to deploy as part of the scheduled rotation of forces operating in Afghanistan.

The rotation involves elements of two infantry brigade combat teams (IBCT); one armored brigade combat team (ABCT); one combat aviation brigade (CAB); a division headquarters; and a corps headquarters to rotate in winter 2013–14 in support of the combatant commander's mission requirements. The deploying units and approximate numbers of personnel are:

- 2nd IBCT, 101st Airborne Division, Fort Campbell, Ky. (3,000)
- 4th IBCT, 4th Infantry Division, Fort Carson, Colo. (1,830)
- 3rd ABCT, 1st Armored Division, Fort Bliss, Texas. (1,160)
- 159th CAB, 101st Airborne Division, Fort Campbell. (1,800)
- 10th Mountain Division Headquarters, Fort Drum, N.Y. (630)
- XVIII Airborne Corps Headquarters, Fort Bragg, N.C. (560)

Instead, the United States and Russia brokered a deal in which Syria would immediately disclose details regarding its chemical weapons stockpile and eliminate it by mid-2014.

According to the Organization for the Prohibition of Chemical Weapons, Syria handed over the remaining details of its chemical weapons holdings in September, but GEN Dempsey and U.S. Secretary of Defense Chuck Hagel said U.S. military assets remain ready to launch attacks if diplomatic efforts to secure and dismantle Syria's chemical weapons arsenal break down.

GEN Dempsey acknowledged the difficulty of accomplishing the task in the time allotted and warned that a mission there would be risky and expensive. "The current role of the military," he said, "is to provide some planning assistance … as well as to maintain the credible threat of force, should the diplomatic track fail."

Colorado Flooding. Army National Guard and active duty soldiers helped rescue more than 3,000 people and hundreds of pets when intense late-summer storms triggered record flooding in the city of Boulder, Colo., and nearby small towns in the Rocky Mountain foothills in September. National Guard soldiers filled nearly 10,000 sandbags in Jefferson County to help divert the rising waters. The Colorado National Guar assisted in search and rescue, deliv ered supplies, and trucked strande residents out of the affected areas. Du ing the height of the flooding, the wa ter rose so high that six high-mobilit light medium tactical vehicles de ployed with the soldiers could nc ford the raging streams.

The Wyoming National Guard als supported the flood evacuation opera tions, and three Army Medicine medi vac crews from 2nd Battalion, 4th Av ation Regiment, 4th Infantry Divisio out of nearby Fort Carson, Colo., als joined in the rescue efforts. They ope ated out of Boulder Municipal Airpor flying three Black Hawk and four Ch nook helicopters from dawn to dus The weather and the dangers inherer in flying and conducting hoist extra tions in mountainous terrain limite them to daytime operations.

The flooding, the worst in the area more than three decades, left at lea eight people dead as of late Septembe

Rotational Unit Deploys. The U. Army's first rotational unit deploye to South Korea in September. As pa of the U.S. pivot to the Asia-Pacific r gion, the 4th Squadron, 6th Caval Regiment, departed from Joint Ba Lewis-McChord, Wash., and will sper the next nine months as the first rot tional unit in the region. The 380 mer bers of the unit, also referred to as 4 Attack Reconnaissance Squadron, w support Eighth Army, the 2nd Infant Division and the 2nd Combat Aviatio Brigade.

COMMAND SERGEANT MAJOR CHANGE*



CSM C.E. Smith from Eastern Sector MEPS, North Chicago, Ill., to HRC, Fort Knox, Ky.

***HRC**—U.S. Army Human Resources Cmd.*
***MEPS**—Military Entrance Processing Station.*

**Command sergeant major position assigned tc general officer command.*

The unit deployed with 30 OH-58D owa Warrior helicopters, which will main in South Korea after the de- oyment completes so that the fol- w-on rotation group from U.S. Army aska can use them when they arrive. ith the additional reconnaissance ca- bility provided by the helicopters, e unit will offer increased security r the peninsula.

The squadron has completed two mbat deployments to Iraq, one to ghdad in 2003–04 and the other to osul during the troop surge from 07–08. Combat veterans make up out 40 percent of the unit. Pairing em with soldiers who have never ployed will spread their battle ex- rtise across the squadron.



st Female JAG. In September, LTG ra D. Darpino became the first fe- le Judge Advocate General (JAG) he Army's 238-year history.

Army Chief of Staff GEN Raymond Odierno promoted the former brig- er general and then swore her in as 39th JAG during a ceremony at Pentagon. LTG Darpino will lead nearly 2,000 full-time judge advo- es and civilian attorneys who pro- e legal services to the Army.

GEN Odierno told the audience that has known LTG Darpino for 12 rs. She served as his primary legal isor in the 4th Infantry Division le in Iraq.

TG Darpino received a bachelor's ree from Gettysburg College and is raduate of the Rutgers School of v-Camden, N.J. She received a di- rect commission into the U.S. Army JAG Corps in January 1987 and her LL.M. in military law from the JAG Legal Center and School.

GEN Odierno Online. Army Chief of Staff GEN Raymond T. Odierno used his Facebook page to hold his first virtual town hall meeting in September. He fielded more than 200 questions and commented on a variety of subjects including the budget, readiness and mental health counseling. LTG William T. Grisoli, director of the Army Staff; LTG Howard B. Bromberg, deputy chief of staff, Army G-1; MG Al T. Aycock, director of operations for Installation Management Command; and BG John M. Cho, deputy commanding general from the Office of the Surgeon General, joined him for the hour-long event.

With no funding passed by Congress and possible closure of the federal government looming, GEN Odierno

GENERAL OFFICER CHANGES*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*



LTG R.B. Abrams from CG, 3rd Infantry Div., Fort Stewart, Ga., to Sr. Military Asst. to the SECDEF, Washington, D.C.

Brigadier Generals: **B.A. Becker** from Asst. Dep. Dir., Jt. Training, J-7, Jt. Staff, Suffolk, Va., to CG, USATC and Fort Jackson, S.C.; **J.R. Blackburn** from Asst. Dep. Dir., Ops., J-3, Jt. Staff, Washington, D.C., to Dep. Cmdr., Separates, IJC, OEF, Afghanistan; **C.G. Cavoli** from Dir., CoS, Army Coordination Grp., OCSA, Washington, D.C., to Dep. Cmdr., 82nd Airborne Div., Fort Bragg, N.C.; **P.A. Chamberlain** from Acting Dir., Ops. and Spt., OASA (FM&C), Washington, D.C., to Cmdr., SSI, Fort Jackson; **W.E. Cole** from Dir., OASA (ALT) (F), OEF, to CoS, OASA (ALT), Washington, D.C.; **R.B. Dix** from XO to DCS, G-4, USA, Washington, D.C., to Dir., Strategy and Integration, ODCS, G-4, USA, Washington, D.C.; **A.W. Elliott**, USAR, from Dep. CG, 108th Training Cmd. (IET), Charlotte, N.C., to Chief, CJ4, ISAF, Afghanistan; **J.A. Farnsworth** from Chief, Space Capabilities Integration, ODCS, G-3/5/7, USA, Washington, D.C., to Dep. Cmdr. (Ops.), SMDC/ARSTRAT, Peterson AFB, Colo.; **B.P. Fenton** from Dir. of Ops., JSOC, Fort Bragg, to Dep. Dir., Strategy, Plans and Policy, ODCS, G-3/5/7, USA, Washington, D.C.; **K. Field** from Dep. Dir., Strategy, Plans and Policy, ODCS, G-3/5/7, USA, Washington, D.C., to Dep. Dir., Politico-Military Affairs (Middle East), J-5, Jt. Staff, Washington, D.C.; **T.C. Graves** from Dir., SAMS, CGSC, Fort Leavenworth, Kan., to XO to SACEUR, SHAPE, Belgium; **D.B. Haight** from Cmdt., USAIS, MCoE, Fort Benning, Ga., to Dep. Cmdr., RC-E, IJC, OEF; **M.L. Howard** from Dir., Future Ops., IJC, OEF, to Sr. Cmdr., Fort Drum, N.Y.; **P.L. Jones** from XO to SA, OSA, Washington, D.C., to Dep. Cmdr., 3rd Infantry Div. (M), Fort Stewart, Ga.; **R.G. Kaiser** from CoS, 82nd Airborne Div., Fort Bragg, to DCS, Ops., ARRC, England; **J.S. Kem** from Chief, Programs Div., OCLL, Washington, D.C., to CG, Northwestern Div., USACE, Portland, Ore.; **D.S. McKean** from XO to Cmdr., UNC/CFC/CG, USFK, ROK, to Dep. Cmdr., 1st Armored Div., Fort Bliss, Texas; **C.N. Pede** from XO to TJAG, Washington, D.C., to Cmdr., USALSA/Chief Judge, ACCA, Fort Belvoir, Va.; **L.A. Quintas Jr.** from CoS, 3rd Infantry Div. (M), Fort Stewart, to Cmdt., USAARMS, MCoE, Fort Benning; **K.J. Ryan** from Military Asst. to ASD (L&MR), Washington, D.C., to Cmdr., 593rd Sustainment Cmd. (E), JB Lewis-McChord, Wash.; **M.J. Warmack** from Dir., Civil Affairs Branch, USAJFKSWCS, Fort Bragg, to Dep. Chief, Ops., ODR-P, Pakistan; **R.P. White** from Dep. CG (Spt.), 3rd Infantry Div. (M)/Dep. Cmdr. for Spt., RC-S, ISAF, NATO, OEF, to Dir., PACC, J-5, Jt. Staff, Washington, D.C.

***ACCA**—U.S. Army Court of Criminal Appeals; **AFB**—Air Force Base; **ALT**—Acquisition, Logistics and Technology; **ARRC**—Allied Rapid Reaction Corps; **ASD (L&MR)**—Assistant Secretary of Defense (Logistics and Materiel Readiness); **CG**—Commanding General; **CGSC**—U.S. Army Command and General Staff College; **CJ4**—Combined Joint Logistics; **CoS**—Chief of Staff; **DCS**—Deputy Chief of Staff; **(E)**—Expeditionary; **(F)**—Forward; **FM&C**—Financial Management and Comptroller; **IET**—Initial Entry Training; **IJC**—International Security Assistance Force Joint Cmd.; **ISAF**—International Security Assistance Force; **JB**—Joint Base; **JSOC**—Joint Special Ops. Cmd.; **(M)**—Mechanized; **MCoE**—U.S. Army Maneuver Center of Excellence; **NATO**—North Atlantic Treaty Organization; **OASA**—Office of the Assistant Secretary of the Army; **OCLL**—Office of the Chief, Legislative Liaison; **OCSA**—Office of the Chief of Staff of the Army; **ODCS**—Office of the Deputy Chief of Staff; **ODR-P**—Office of the Defense Representative-Pakistan; **OEF**—Operation Enduring Freedom; **Ops.**—Operations; **OSA**—Office of the Secretary of the Army; **PACC**—Pakistan/Afghanistan Coordination Cell; **RC-E**—Regional Cmd.-East; **RC-S**—Regional Cmd.-South; **ROK**—Republic of Korea; **SA**—Secretary of the Army; **SACEUR**—Supreme Allied Commander Europe; **SAMS**—School of Advanced Military Studies; **SECDEF**—Secretary of Defense; **SHAPE**—Supreme Headquarters Allied Powers Europe; **SMDC/ARSTRAT**—U.S. Army Space and Missile Defense Cmd./U.S. Army Forces Strategic Cmd.; **Spt.**—Support; **SSI**—U.S. Army Soldier Support Institute; **TJAG**—The Judge Advocate General of the Army; **UNC/CFC**—United Nations Cmd./Combined Forces Cmd.; **USA**—U.S. Army; **USAARMS**—U.S. Army Armor School; **USACE**—U.S. Army Corps of Engineers; **USAIS**—U.S. Army Infantry School; **USAJFKSWCS**—U.S. Army John F. Kennedy Special Warfare Center and School; **USALSA**—U.S. Army Legal Services Agency; **USATC**—U.S. Army Training Ctr.; **USFK**—U.S. Forces Korea; **XO**—Executive Officer.*



First LT Ashley Sorensen of the 303rd Explosive Ordnance Disposal Battalion, Schofield Barracks, Hawaii, set a world record in September by running a mile in 11:06 while wearing a fully functional bomb disposal suit weighing more than 75 pounds. Upon verification by the Guinness Book of World Records, her time will become the first official record of such an event. First LT Sorensen set the record at the University of Hawaii-Manoa track.

warned that a complete government shutdown could delay payments to soldiers and Army civilians. "Soldiers will be required to work and will be paid," he said, "but it could be delayed." He also spoke to the effects of the automatic cuts imposed by sequestration. If sequestration continues, he said, there is a "good chance" that the end strength of the active duty Army—the total number of soldiers—could drop as low as 420,000.

GEN Odierno continued to answer questions after the event concluded. He said it was helpful to him, and he looks forward to holding another one.

Nursing Degrees for Vets. In September, The U.S. Department of Health and Human Services (HHS) announced that it has granted approximately $2.8 million to nine universities to fund the Veterans' Bachelor of Science Degree in Nursing Program, which helps veterans advance in nursing careers. The program builds on their combat medical skills and awards credit for military experience and training. Participating institutions will recruit veterans and prepare them for practice and employment in local communities. Over a four-year period, the grants will help more than 1,000 veterans obtain baccalaureate nursing degrees.

The nine schools are University of Alabama at Birmingham; Jacksonville (Fla.) University; Florida International University in Miami; University of South Florida in Tampa; Davenport University in Grand Rapids, Mich.; State University of New York at Stony Brook; University of Texas at Arlington; Hampton (Va.) University; and Shenandoah University in Winchester, Va.

"Veterans who are interested ... should contact the schools of nursing at the institutions," said Martin Kramer, spokesperson for HHS' Health Resources and Services Administration.

Army Closes 13 ROTC Programs. After a comprehensive review of ROTC programs across the nation, the Army is closing 13 from now through the end of academic year 2014–15.

The closures are necessary to maximize efficient use of resources and maintain a presence across all 50 states; they do not reflect on the quality of the schools or the officers they produce. Among the variables considered in the review were total enrollment and the number of lieutenants commissioned annually.

U.S. Army Cadet Command will provide full assistance to cadets, cadre and staff currently enrolled in the programs. For more information, call the U.S. Army Cadet Command public affairs office at 502-624-3450. For a full listing of the 13 academic institutions, visit www.army.mil/article/112575. ★

Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed supporting Operation Enduring Freedom from August 1 to September 30, 2013. All names have been released through the Department of Defense; families have been notified.

SPC Kenneth C. Alvarez, 23
MSG George A. Banner Jr., 37
SSG Thomas A. Baysore Jr., 31
SSG Joshua J. Bowden, 28
SGT William D. Brown III, 44
SPC Keith E. Grace Jr., 26
SSG Octavio Herrera, 26
SGT Jamar A. Hicks, 22
PVT Jonathon M.D. Hostetter, 20
SSG Randall R. Lane, 43
SSG Timothy R. McGill, 30
SSG Liam J. Nevins, 32
SSG Michael H. Ollis, 24
1LT Timothy G. Santos Jr., 29
SPC Joshua J. Strickland, 23
SSG Robert E. Thomas Jr., 24
1LT Jason Togi, 24
SPC Nickolas S. Welch, 26
SPC James T. Wickliffchacin, 22
SFC Ricardo D. Young, 34

SENIOR EXECUTIVE SERVICE ANNOUNCEMENTS



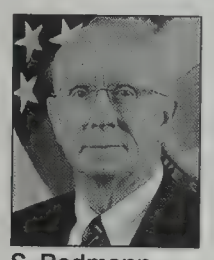
J.L. Snyder from Tier 2 to Tier 3, Assistant Chief, Army Reserve, OCAR, Arlington, Va.



W. Budden, Tier 2, from Dep. Cmdr., DLA Distribution, DLA, New Cumberland, Pa., to Dep. to Cmdr., SDDC, Scott AFB, Ill.



R. Hancock, Tier 2, from Regional Business Dir., Great Lakes and Ohio River Div., USACE, Cincinnati, Ohio, to Chief, Military Programs Integration Div., HQ, USACE, Washington, D.C.



S. Redmann, Tier 2, from Exec. Dir., U.S. Army HQ Services, OAASA, to Dir. of Management/Vice Dir., Army Staff, Washington, D.C.



S.A. Stoddard, Tier 2, to Technical Dir., CAA, ODCS, G-8, Fort Belvoir, Va.



S.D. Austin from Tier 1 to Tier 2, Dir., Resource Management and Materiel, OCAR, Arlington, Va.



A.D. Davis IV from Tier 1 to Tier 2, Dir., Services and Infrastructure/Cmd. XO, OCAR, Fort Bragg, N.C.

Tier 1: **A.G. Butts** (Limited Term Appointment) to Dir., INCOPD, TRADOC, Fort Eustis, Va.; **T.L. Clever** to Regional Business Dir., South Pacific Div., USACE, San Francisco, Calif.; **W.A. Colson** to Dir., Systems Simulation, Software and Integration, AMRDEC, RDECOM, AMC, RSA, Ala.; **D. Dale** to Div. Programs Dir., Great Lakes and Ohio River Div., USACE, Cincinnati, Ohio; **R.P. De Fatta** to Dir., Emerging Technology, SMDC, RSA; **M.A. Johnson** to Exec. Dir., ACC-Rock Island, AMC, Rock Island, Ill.; **P.D. Mann** from Asst. Dep. Dir., Ground System, OUSD (AT&L), DoD, Washington, D.C., to Exec. Dir., ATEC, White Sands Missile Range, N.M.; **L.D. McCallister** to Regional Business Dir., South Atlantic Div., USACE, Atlanta, Ga.; **L.M. Muzzelo** to Dir., Software Engineering Ctr., CECOM, AMC, APG, Md.; **P.G. Perez** to Regional Business Dir., Southwestern Div., USACE, Dallas, Texas; **J.E. Sanchez** to Dir., Coastal and Hydraulics Laboratory, USACE, Vicksburg, Miss.; **R.E. Weirick** from Sr. Contracting Officer, ASAF (Acquisition), Dept. of the Air Force, Washington, D.C., to Exec. Dir., ACC, RSA.

***ACC**—U.S. Army Contracting Cmd.; **AFB**—Air Force Base; **AMC**—U.S. Army Materiel Cmd.; **AMRDEC**—U.S. Army Aviation and Missile Research, Development and Engineering Ctr.; **APG**—Aberdeen Proving Ground; **ASAF**—Assistant Secretary of the Air Force; **ATEC**—U.S. Army Test and Evaluation Cmd.; **CAA**—Center for Army Analysis; **CECOM**—U.S. Army Communications-Electronics Cmd.; **DLA**—Defense Logistics Agency; **HQ**—Headquarters; **INCOPD**—Institute for NCO Professional Development; **OAASA**—Office of the Administrative Assistant to the Secretary of the Army; **OCAR**—Office of the Chief of Army Reserve; **ODCS**—Office of the Dep. Chief of Staff; **OUSD (AT&L)**—Office of the Under Secretary of Defense (Acquisition, Technology and Logistics); **RDECOM**—U.S. Army Research, Development and Engineering Cmd.; **RSA**—Redstone Arsenal; **SDDC**—U.S. Army Military Surface Deployment and Distribution Cmd.; **SMDC**—U.S. Army Space and Missile Defense Cmd.; **TRADOC**—U.S. Army Training and Doctrine Cmd.; **USACE**—U.S. Army Corps of Engineers; **XO**—Executive Officer.*

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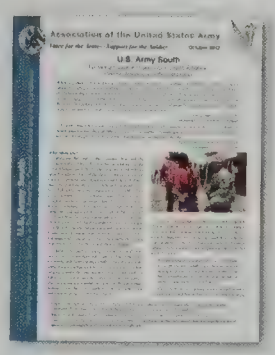
Land Warfare Papers

- **LWP 98 – Army Adaptation from 1898 to the Present: How Army Leaders Balanced Strategic and Institutional Imperatives to Best Serve the Nation** by Robert H. Simpson and Mark C. Smith (September 2013)
- **LWP 97 – Design, Mission Command and the Network: Enabling Organizational Adaptation** by Todd A. Schmidt (August 2013)[3]
- **LWP 96 – Institutionalizing Stability Operations: A Policy Analysis** by Michael Kelly McCoy (June 2013)
- **LWP 95 – Cyberspace Operations in Support of Counterinsurgency Operations** by David W. Pendall, Ronald Wilkes and Timothy J. Robinson (April 2013)
- **LWP 94 – Misinterpretation and Confusion: What is Mission Command and Can the U.S. Army Make it Work?** by Donald E. Vandergriff (February 2013)
- **LWP 93 – Strategists Break All the Rules** by Adelaido Godinez (January 2013)

National Security Watch

- **NSW 13-1 – Strategy and Policy: Civilian and Military Leadership in the 21st Century** by Nicholas R. Krueger (January 2013)





NCO Update

- **Recreation Centers Offer Value to Troops, Families**[2] (4th Quarter 2013)
- **Command Sergeant Major Jimmie Spencer Retires from AUSA**[2] (3rd Quarter 2013)

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- **AUSA + Second Session, 112th Congress = Some Very Good News** (January 2013)
- **Profile of the U.S. Army 2012: a reference handbook** (June 2012)
- **Your Soldier, Your Army: A Parents' Guide** by Vicki Cody (also available in Spanish)

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- **Déjà Vu: Servicemembers' earnings are under attack—again** (June 2013)

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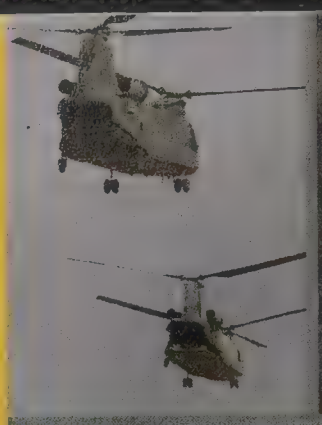
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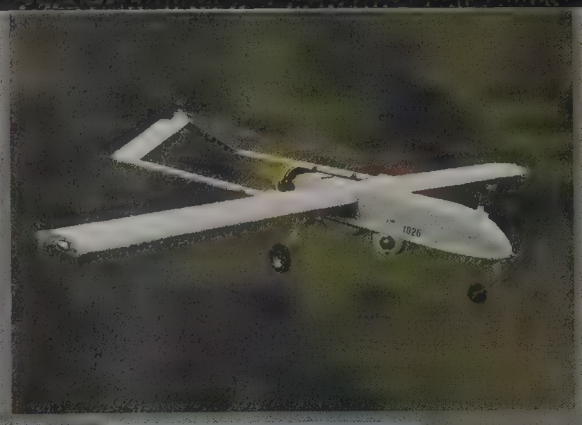
- **LPE 13-4 – Strategizing Forward in the Western Pacific and Elsewhere** by Huba Wass de Czege (October 2013)
- **LPE 13-3 – Cavalry in the Movement and Maneuver Warfighting Function** by Frederic J. Brown (May 2013)
- **LPE 13-2 – The Hard Truth about "Easy Fighting" Theories: The Army is Needed Most When Specific Outcomes Matter** by Huba Wass de Czege (April 2013)

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[1] Available ONLY on AUSA website at www.ausa.org/ilw.
[2] Lead story.
[3] Winner of the 2013 AUSA/Army Capabilities Integration Center (ARCIC) writing contest.





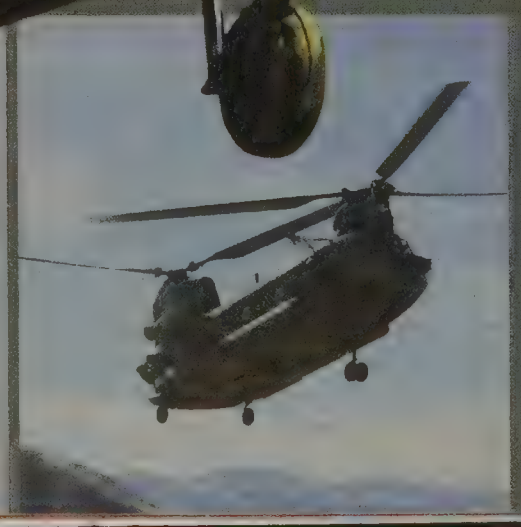












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The Spirit of '45

By GEN Frederick J. Kroesen
U.S. Army retired

This article is a transcript of GEN Frederick J. Kroesen's keynote speech at the "Spirit of '45 Day" ceremony on August 11 at the World War II Memorial in Washington, D.C. The ceremony marks a national day of remembrance that honors the legacy of the men and women of the World War II generation. While the theme of GEN Kroesen's speech is centered on World War II and the celebration of V-J Day, which effectively ended the war, his remarks are also appropriate on Veterans Day.

t is a distinct honor that I have been asked to represent "the greatest generation" at today's reflections of the d of World War II. I have never aimed that title, one that was coined a younger author, but I think I can y that my generation has not rejected e honor, even though we might ques- n its validity.

It has always been my conviction at we garnered that recognition because, on December 7, 1941, our whole tion went to war. First, President oosevelt expressed his full commitent with the speech about "a date hich will live in infamy." He called our military leaders, who were m the previous generation. They dened the strategy, made the plans, d issued the orders and directives at identified our goals and objeces. They told us what had to be hieved and set the course for the litary forces. They did well. Some came famous: Marshall, MacArthur d Eisenhower.

We, my generation, were the heavy ers. We carried out those orders with ingenuity, innovation and accomdation that battlefields always dend. There is an old saw that no batplan lasts beyond the first shot being d, but I say if that's true, it was a l plan from the beginning. All plans uire innovation or revision because modern battlefield is always fluid, ays different. If the plan initially ered an understanding of the commander's intentions and proper objectives, and told the command what had to be done and not how to do it, it was a good plan from the beginning. Those innovators also did well. Some of them became famous: Audie Murphy, Pappy Boyington, the Flying Tigers and Tuskeegee Airmen, Jimmy Doolittle, and some guy named Kilroy.

But it was not just the millions who joined the Army, Navy and Coast Guard in those next four years; it was also the millions more who went to work building the industries and inventing the systems that became the "arsenal of democracy." They not only equipped and supplied our forces, but also tipped the balance for most of our allies. Then, they manned the Merchant Marine fleet that delivered that largesse wherever in the world we chose to send it.

Rosie the Riveter epitomized the horde of young women who went to work while grandparents and children sponsored, organized and managed scrap drives, United Service Organizations stations, and uncounted numbers of volunteer activities.

Yes, we had naysayers: One member of Congress voted "no" on the declaration of war against Japan. We had draft dodgers, deserters and demonstrators here and there, but they were ignored or steamrolled by the popular determination to get on with what had to be done. Almost everybody bought war bonds to help pay for it all. If you couldn't afford the $18.75 for a bond, you bought 25-cent stamps, pasted them in a book until they added up to $18.75 and you could trade the book for a bond.

The press—the news media—went to war with us. As a whole, they promoted and supported the war effort, encouraging the positive aspects of what was being done. They did not ignore the losses, disasters and tragedies: the Bataan Death March; the loss of the Philippines, Wake Island and Makin Island; and the less-than-reassuring battle at Kasserine Pass. They did not dwell or agonize over such things; they helped gear up for the next step. The losses continued almost unabated for more than two years before we could begin to turn things around, but the fundamental commitment to the effort and the confidence in our ultimate success never wavered.

Just as importantly, we did not waste time or effort trying to establish who was to blame for our lack of readiness and preparation for Pearl Harbor or the Death March. That could wait until the war was won, not interrupt what needed to be done during the war. Atrocities were committed only by the enemy, civilian casualties were an unfortunate cost, the treatment of prisoners did not need to be investigated and commanders were not distracted by think-tank second guessing or the social issues of the day.

We were a nation of 130 million who attacked and managed and succeeded at a gargantuan task, who set an example for "providing the common defense," and who created the industrial and economic machine that provided prosperity for almost the rest of that century.

V-J Day set off the greatest celebra-

tion the world has ever seen—perhaps the greatest that it will ever see. It is still an occasion of pride and thanksgiving throughout the world, pride in those who made it possible, and thanks that we still live in the land of the free and the home of the brave. □

GEN Frederick J. Kroesen, USA Ret., formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.

MG Guy S. (Sandy) Meloy, 1930–2013

By MG Neal Creighton
U.S. Army retired

MG Guy S. Meloy III died August 25 in San Antonio, Texas, at the age of 83. Better known to friends and associates by his nickname, Sandy, he was the son of GEN Guy S. Meloy Jr. and a highly decorated combat officer.

Meloy graduated from the U.S. Military Academy in 1953. Upon entering active duty, he chose to follow his father's example by becoming an infantryman. Early on, he earned his qualification as a paratrooper and ranger, and soon he was assigned to the 11th Airborne Division in West Germany. He quickly began to impress others with his leadership style and professional competence. In his subsequent company-grade assignments, he served in Lebanon and South Korea. All in all, he commanded four platoons, two rifle companies and one mechanized infantry company. He was still a captain when he was selected to attend the Command and General Staff Course at Fort Leavenworth, Kan. On the day he graduated from the course in 1963, he was promoted to major. He remained at Fort Leavenworth as an instructor at the Command and General Staff College for three years.

Meloy deployed to South Vietnam in 1966 and became the senior American advisor, Task Force One, Vietnamese Airborne Division. After five months with the Vietnamese Airborne, he was selected to become commander of the 1-27th Infantry Battalion by MG Frederick C. Weyand, commander of the U.S. 25th Infantry Division. At that time, selecting a major to command a combat infantry battalion was unusual, if not unprecedented. Years later, Weyand still maintained, "My judgment [in choosing Meloy] was vindicated in Operation Attleboro, when he took command of a disparate 11-company force and won one of the greatest victories in the Vietnam War." The Battle of Attleboro, which took place November 3–5, 1966, was the largest fight which U.S. ground forces had e gaged up to that point in the wa Meloy received the Distinguished Se vice Cross for his actions in the battl


U.S. Army

Meloy returned to the United Stat in January 1967 and attended t Armed Forces Staff College. Subs quently, he spent a year on the Arn Staff before being selected to atte the National War College. From t War College, he was assigned to t 8th Infantry Division in Germany.

Back in Vietnam, however, M George Casey, commanding gene of the 1st Cavalry Division, decid he needed more experienced battali commanders. His solution was to s lect 12 lieutenant colonels who h successfully commanded battalions Vietnam and offer them the chance command a combat battalion a seco time. The Department of the Arn agreed to contact each of the selected lieutenant colonels a make the offer. The respon was 11 rejections and one a ceptance. The one acceptan was from LTC Meloy. Retur ing to Vietnam in Septemb 1970, Meloy took command f the 1-12th Cavalry. MG Jo athan Burton, who becam Meloy's commander during t second tour, said, "Sandy's to on the battlefield of Vietna was outstanding in every spect."

After Vietnam, Meloy rapid moved ahead in his Army c reer, much of which was spe with the 82nd Airborne Di sion. He served there as a b gade commander, division ch of staff, assistant division co mander and finally as divisi commanding general. He tired from the Army in 1982 ter 29 years of active duty s vice. His last assignment was direc of Army training on the Army Staff.

After leaving the Army, MG Mely worked for a decade with Lockhe Missiles and Space Company. After e left Lockheed, he began a career a writer and frequently contributed a cles to ARMY Magazine. These articl



hich were first published in 2002 and ntinued through 2012, were very opular with readers. GEN William Richardson, former commander of U.S. Army Training and Doctrine Command, describes these articles as "masterpieces for young officers and NCOs to read and absorb as they grow in their development." The attraction of most of the articles that Meloy wrote for ARMY Magazine is that they are about his favorite subject—taking care of the troops.

MG Meloy will be fondly remembered not only by his wife, three children and three grandchildren, but also by the soldiers who served with him in the Army and many readers of ARMY Magazine. □

__MG Neal Creighton__, USA Ret., served as commanding general of the 1st Infantry Division. He was MG Meloy's roommate at the U.S. Military Academy for four years.

'Play the Game'

By COL Richard D. Hooker Jr.
U.S. Army retired

he colonel took command of the . 1st Battalion, 50th Infantry, in Viet-m in June of 1970. Headquartered Phan Thiet, the battalion, like the nes, was … unusual. It was an indendent mechanized infantry unit, e of the very few in country. Not athed to any of the glamorous divins, it had been formed too late for orld War I and fought in World War but it was not, apparently, where y ambitious officer would choose to ve. Low on the priority list for solers and supplies, its primary misn was to safeguard the critical ghway 1 along the coast in the II rps Tactical Zone.

he colonel was young, maybe even youngest lieutenant colonel in tnam, but he'd been around. After years with the paratroops, he'd rned Vietnamese and gone to war 1964 as an advisor to an Army of Republic of Vietnam infantry batn. While there, he'd eaten a lot of ; meat, busted a lot of brush and learned about fighting the Vietcong the hard way. Later he'd gone back, as a major, for a second year as a staff officer. He'd been home only a few weeks when the phone rang. The 50th was open. Did he want it?

He thought about it, but not much. True, it was not a premier command. It was not the place where careers were made. Maybe, if he waited, something better would come along, perhaps a famous battalion under a rising star, a general who could take him places. Then there was the family. The old folks were aging and not well. The wife was struggling with three kids, the oldest a young teenager. This would be his third tour in six years.

If all this crossed his mind, he did not linger on the "what ifs." This was command. Command! The nation and the Army were at war. It was a bad war—an unpopular war—but to the professional soldier, those were not reasons to shirk. Professional soldiers exist to fight, and professional officers exist to command. He hoped they'd all understand. He made his decision quickly.

A couple of weeks later, he found himself flying to his firebase to take over. On short final, his chopper was hit by ground fire and autorotated into the landing zone, trailing smoke and crash landing in front of the reception party. It was not an auspicious beginning. There was a hurried briefing, a quick tour of the firebase and a brief ceremony. The old guy flew away, and the weight of the world descended upon the young colonel.

On his first day in command they gave him a pair of unit crests. He noted the unit motto, "Play the Game." Most of the unit's soldiers would not recognize the reference, but in the early part of the century, Sir Henry Newbolt's poem was famous around the world.

There's a breathless hush in the Close tonight—
Ten to make and the match to win—
A bumping pitch and a blinding light,
An hour to play and the last man in.
And it's not for the sake of a ribboned coat,
Or the selfish hope of a season's fame,
But his Captain's hand on his shoulder smote
"Play up! play up! and play the game!"

The poem was archaic, written in the vernacular of a different age and people. The colonel looked it up and pondered. It seemed to talk about youth, teamwork, leadership and inspiration. The Central Highlands were a long way from an English cricket pitch, but maybe there was something here. Maybe the poet was trying to talk about timeless things. He read on.

The sand of the desert is sodden red,—
Red with the wreck of a square that broke;—
The Gatling's jammed and the Colonel dead,
And the regiment blind with dust and smoke.
The river of death has brimmed his banks,
And England's far, and Honour a name,
But the voice of a schoolboy rallies the ranks:

"Play up! play up! and play the game!"

Now he began to understand. He already knew that units don't win just because the commander gives orders. In his combat career, bad things had happened and would happen again. He hoped he'd be up to the task of setting them right, but he knew that the troopers would.

This was the hardest thing he'd ever done. The war was winding down. No one wanted to be the last casualty, and few in the unit harbored ambitions to be a "lifer." Still, there was an enemy to be found and fought. He got the troops off the carriers and into the bush. He taught them to shoot with aimed fire and not to "spray and pray." He fought in the field and worked the awesome power of artillery, close air support and attack helicopters. The battalion responded. In one month, they killed more Vietcong than the entire 4th Division next door.

In a brief six months—almost before it started, it seemed—his tour was over. The battalion rotated back to the United States. As a parting gift, some of the troopers gave him a boonie hat, embellished with a Combat Infantryman Badge and power beads around the crown. Embroidered on the side was a laconic inscription: "Lean on Chuck." It would become a treasured possession.

The nation hurried to forget Vietnam and the soldiers who served there. He would go on to complete an honorable career, rising to full colonel and serving in Iran, the Philippines, Saudi Arabia and Beirut. He would never command soldiers in battle again. Yet he was content. It had been enough to play the game. He hoped he'd done it well. That was enough.

Years later, he came upon Newbolt's poem again. Now, the last stanza held new meaning for him. Once more, he pondered.

This is the word that year by year,
While in her place the School is set,
Every one of her sons must hear,
And none that hears it dare forget.
This they all with a joyful mind
Bear through life like a torch in flame,
And falling fling to the host behind—
"Play up! play up! and play the game!"

His son was commanding a battalion now in some faraway place. In time, his grandson would also fight on the far frontier. It occurred to him with a quiet pride that the poet had been right. He had passed the torch.

The colonel is an old man now. His wife passed away years ago, and even his grandchildren are grown. Most o his Army buddies are gone, too. The days he has time, too much time, t think and remember. He likes to loo out his picture window at the Cho tank River, at the marsh grass wavin in the breeze, at the wheeling eagl framed against the brilliant blue sk The smell of cordite, the cacophony o outgoing artillery, the harsh thump o massed rotor blades beating against th heavy air—all are fading memorie like the yellowed photos of that lon ago war. Still, he holds on to ther They are constant reminders of whe he was young, and in command, ar played the game.

***COL Richard D. Hooker Jr.**, USA Re Ph.D., entered the Army in 1975 as a r fleman in the 82nd Airborne Divisio and retired as an infantry colonel 2010. He is deputy commandant a dean of the NATO Defense College. H service included tours in Grenada, S malia, Rwanda, Bosnia, Kosovo, t Sinai, Iraq and Afghanistan. He al served in the offices of the Chairman the Joint Chiefs of Staff, the Secretary the Army and the Chief of Staff of t Army. A graduate of the U.S. Milita Academy, he has master's and docto degrees in international relations fro the University of Virginia.*

Trust, Expertise and Service: Army Acquisition's Role in the Evolving Army Profession

By LTG William N. Phillips

Working for the Army is not just a job or even a career. It is a calling, much like medicine or law, entrusted with significant responsibility to serve American society and uphold our values. Just as there are cardiologists and oncologists, patent lawyers and defense attorneys, the Army is a team of experts bound together by a common creed. One such specialization within the Army profession is Army Acquisition. The dedicated servicemembers and civilians of our Acquisition workforce design, develop, deliver and sustain the world-class capabilities that make our soldiers the most formidable weapons on the battlefield.

We have two primary responsibilities: first, to provide soldiers with the equipment they deserve, equipment that works as hard and as well as they do; and second, to ensure that there will be careful stewardship of our country's resources in a fiscally restrained environment. Acquisition professionals apply their specialized knowledge to uphold these enduring responsibilities.

Recently, our partners in U.S. Army Training and Doctrine Command (TRADOC) took stock of the Army profe sion after the past decade of comb and sparked a servicewide conver tion on how to prepare our professio als for the Army of 2020 and beyon This holistic review aims to refine o understanding of what makes us p fessionals, reaffirm our values and pu pose, inspire the force, and make ne essary improvements to ensure that w live up to our promises. This asse ment called for a rite of passage f entering the professional workfor with the inclusion of character, co mitment and competence as part f each phase of our professional dev

pment. Entering the Army Acquisi-
on Corps includes a rite of passage in
rms of certification, and we need to
nphasize this major step. Moreover,
e must put our resources (time and
oney) behind professional develop-
ent to ensure competence. We have
ade great strides this year by increas-
g the number of personnel who meet
ntinuous learning points while de-
easing the certification delinquency.
is positive trend must continue in
der to show our commitment to the
ofession.

In the Acquisition workforce, we
elcome these insights. Although we
not directly deliver lethal blows, we
pply the tools that enable the Army
act decisively to achieve the nation's
jectives. As an integral part of the
my profession, we, too, must adapt
d rise to meet future challenges.

There are five essential characteris-
s of the Army profession: trust
nong professionals and with the
merican people, military expertise,
norable service, esprit de corps, and
ewardship of the profession.

Trust

Trust is the most important charac-
istic—and the most difficult to attain
d keep. It must be earned. The
my's standing as a profession de-
nds on the trust of the American
ople to act in the interest of their se-
rity while maintaining our own in-
grity as an organization. That holds
e for Army Acquisition, whether the
ion is deploying lethal force or de-
ling which manufacturer will build
safest tank.

Trust is not only the foundation of
r relationship with the public but
o our effectiveness as professionals.
he heart surgeon does not trust the
g surgeon, it casts a shadow over
patient's procedure and recovery.
ewise, if the company commander
es not trust his platoon leaders, it
ders the unit's speed and effective-
s. It is vital that soldiers trust the ca-
ilities that we provide—that the in-
mation they see on the screen is
urate; that their vests and helmets
l provide protection; that pushing a
ton or pulling a trigger will have the intended effect. By extension, this means that they trust us, the Acquisition community, to make judgments about cost, schedule and performance in order to deliver the best possible equipment.

Over the past 12 years of war, the Acquisition workforce has upheld that trust. We responded to soldiers' needs with better body armor, new sniper rifles, specialized ammunition, faster communications networks, safer vehicles and modernized cargo aircraft. Many of our team members deployed alongside operational units, making sure that their new gear worked and that they could use it to its full capability. At the same time, the Acquisition community listened to warfighters on what did not work and cancelled or restructured programs that did not meet the standards soldiers deserve. Part of earning and maintaining the trust of the public and our fellow professionals is being transparent about our challenges and working to learn from them.

Military Expertise

Many may associate military expertise with tactics and strategy on the ground, but it also encompasses the entire body of knowledge we possess as a community of professionals. In TRADOC's assessment of the Army profession, the Army's expertise is described as "the ethical and effective design, generation, support and application of expert land combat power by certified individuals and units in the support and defense of the American people." This definition encompasses what we do in the Acquisition community and throughout the institutional Army as well as the expert performance that takes place at the tip of the spear.

Our collective expertise has grown significantly as a result of operational experience during Iraq and Afghanistan and rapid technological progress. As we recover from the hectic pace and unique demands of wartime, the Acquisition workforce is taking the opportunity to recommit to developing and nurturing our expertise. This includes raising our expectations on professional military education, civilian certifications, "re-greening" and other cross-training opportunities, as well as maintaining a robust industrial base capable of sustaining our stature as the best-equipped army on the planet.

Stewardship, Esprit de Corps And Honorable Service

Stewardship of the Army profession is built on this dedication to lifelong learning and continually reinforcing the profession's hallmarks of competence, character and commitment. Esprit de corps unites us with a common bond to prevail against all odds, with traditions that sustain our morale and link today's professionals with those who came before us and those of the future force. As an Acquisition team within the Army team, we rely on this connection and core identity to sustain us through both triumphs and hard lessons as we do the difficult, rewarding work of delivering technology to soldiers.

Honorable service is much larger than any individual job responsibility and rests on the foundation of Army values. All of us are familiar with the Army values; professionalism requires internalizing these values into daily operations. In acquisition, that means applying our great skills to design, develop and deliver capabilities to U.S. and coalition forces in accordance with stated requirements. It also means upholding the highest level of ethical standards in all that we do.

* * *

The Army profession is truly a calling, and I see Army Acquisition's "profession within the profession" as an additional privilege. Every time a robot detects and disables an explosive device or a helicopter makes a safe landing, those of us in the acquisition field have the great honor of seeing the results of our service. It is incredibly rewarding to directly support soldiers every day and everywhere.

LTG William N. Phillips *is the principal military deputy to the Assistant Secretary of the Army (Acquisition, Logistics and Technology) and the Army's director for acquisition career management.*

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Institute of Land Warfare

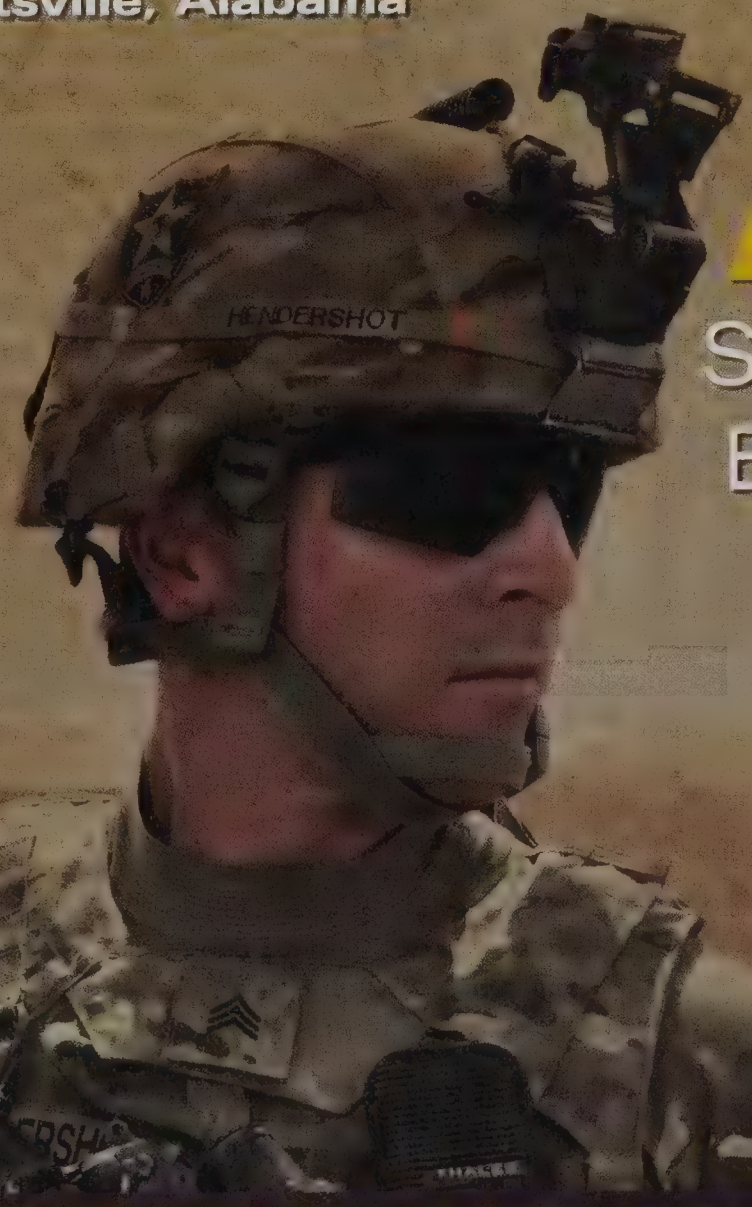
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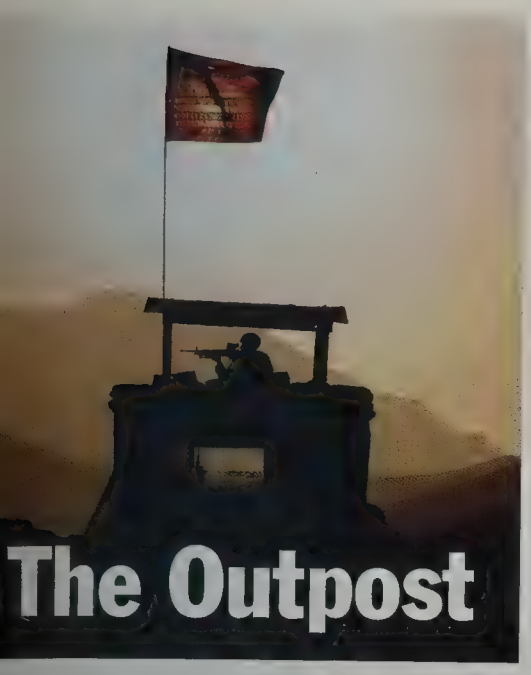
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Before The Deluge

By LTG Daniel P. Bolger
U.S. Army retired

e placement of an outpost has been part of U.S. Army practice since 1775 and even earlier, during frontier militia skirmishes. An tpost is separate from the main body of the force, with the primary duty to observe and report. This column intends to serve RMY readers by giving them the opportunity to hear from an informed voice about things out there that affect the Army.

very schoolchild knew the somber refrain. At the eleventh hour of the eleventh day of the eleventh month, the guns fell silent at last. World War I ended. Today in America, we call it Veterans Day and honor those who fought in all our wars. It all rted in 1918 and marked the finish of a war cataclysmic in le, catastrophic in cost and calamitous in consequences.

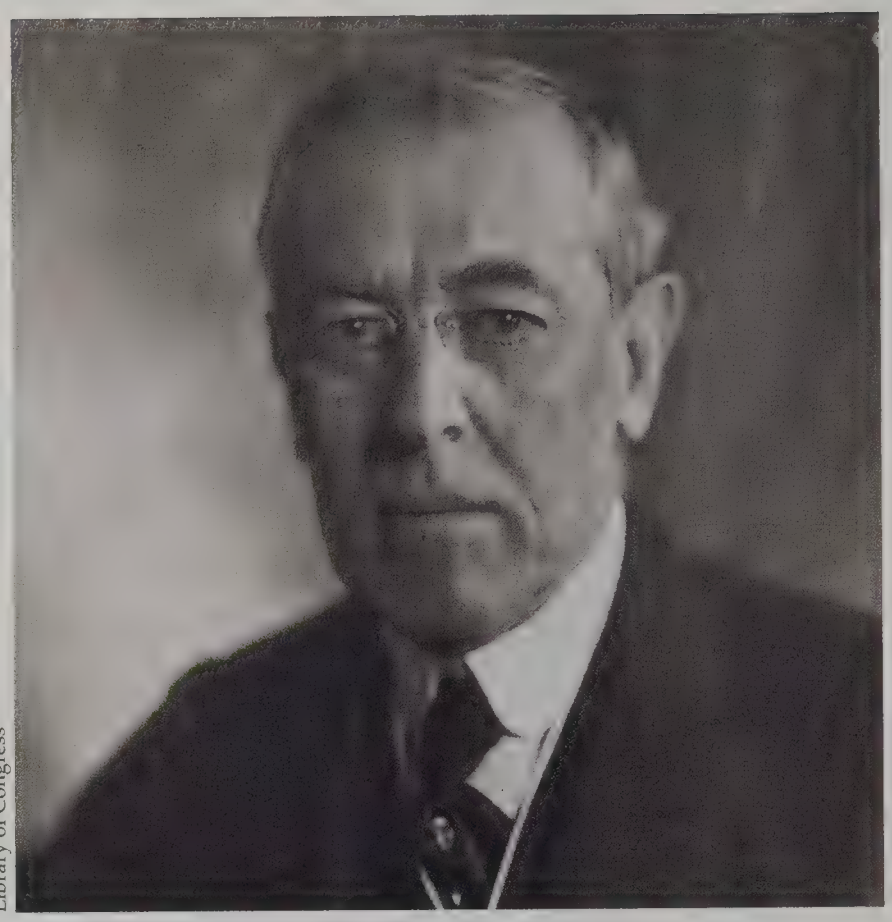
One hundred years ago, in November 1913, very few saw t kind of war coming. In six turgid volumes published in 98, Polish railway financier Jan Gotlib Bloch took a hard k at the nature of modern industrial societies and pre- ted that any clash of arms would devolve into a bloody, lecisive stalemate. General Victor Michel of France rned of a coming struggle of millions, a drawn-out abat- r in which machine guns, barbed wire and fast-firing d artillery would give every advantage to the defenders. miral Sir John (Jacky) Fisher of Great Britain said that if a tinental war erupted in Europe, it would be a long one, e the previous century's confrontation with Napoleonic nce. Faced with a likely standoff on land, the proper tish strategy would be for the Royal Navy to establish a ckade and the British Army to secure vital ports, "not go ling on the Vosges frontier." These few voices, however, re akin to the wails of Cassandra against the gusts of dy Troy. The fatal Greek gift horse got dragged inside way, and nobody did much to stop it.

After all, the vast majority of experts knew what would pen: a short war with few losses. They judged them- es more than ready. The military staffs of the big powers stria-Hungary, Germany, Great Britain, France and Rus- prepared themselves very well—for the wrong war. Sol- s, sailors and even a few of the newly hatched "aero- ne" types prepared diligently for combat. Fleets exercised great guns of their long gray lines of dreadnought battle- s, unaware that the unseen, ungainly, small submersible U-boat) would prove far more important and deadly. h country developed and rehearsed clever schemes to mobilize, deploy and maneuver millions of men across hundreds of miles of rails and roads. Master designs were formulated, such as the Schlieffen Plan for Germany ("Keep the right wing strong" and to hell with Belgian neutrality) and Plan XVII for France (*offensive a outrance*—offense to the limit—with a mighty right wing to reclaim Alsace-Lorraine). Of course, if both Germany and France weighted their right flanks, the physics would resemble a bathroom drain: round and round and then straight down. Things locked up well before it all went down the drain. Thus emerged the horrific trenches of the Western Front as well as counterparts along the Eastern Front, in Gallipoli, in Salonika, along the Isonzo River in Italy and in too many other squalid locales. It was not the kind of war anyone expected. It seldom is.

This should not surprise us. It is in the nature of armies—and indeed, all human institutions—to prepare diligently for the future based on immediate past experience. Generals are regularly accused of preparing for the last war. Government officials, business executives, sports coaches and, indeed, even learned, chin-stroking pundits have been known to do so, too. In that regard, the military planning staffs of 1913 were not all that unusual.

What went wrong—really wrong—involved the almost universal inability to adapt when the opening gambits floundered and crashed. This is what compounded initial military failures into a wasting European tragedy. Noted British military historian and World War II veteran Sir Michael Howard said it well back in 1973: "I am tempted to declare dogmatically that whatever doctrine the Armed Forces are working on now, they have got it wrong. I am also tempted to declare that it does not matter that they have got it wrong. What does matter is their capacity to get it right quickly when the moment arrives."

No country got it right quickly. The more able ones—Britain and Germany—eventually came up with answers to the bloody enigma of the trenches. The less able powers—Austria-Hungary, France, Italy and Russia—also found solu-



Library of Congress

President Woodrow Wilson



Library of Congress

Elihu Root

tions but could not make them work before their societal and disciplinary foundations gave way. A lot of time and lives were lost before any militaries accomplished much of value.

One power that did "get it right" from the outset was the late entrant that tipped the outcome: our own United States of America. One could argue that after watching numerous campaigns degenerate into a gory miasma, the United States should have been logically expected to do things smarter as its soldiers joined the war in April 1917. Late entry, however, is no guarantee of lessons noted, let alone learned. Other powers, such as Italy and the Ottoman Empire, came in later and staggered right along with the rest. Why did the Americans, the upstart rookies from across the Atlantic Ocean, get it right?

At the time, American patriots saw this strong performance as the natural result of political freedom, robust capitalism and Yankee ingenuity. The Social Darwinists in the crowd, including progressives like former President Theodore Roosevelt and serving President Woodrow Wilson, thought they espied a racial component in what they described as the vigorous and potent armies of the New World arriving to prop up the played-out, degenerate nations of Europe. All of those emotional appeals, howev popular at the time, only masked the fundamentals that r ally mattered. The United States came into the Great W with three military strengths: sound organization, reliab leadership and the benefit of recent operational experience

Whatever else the Progressive Republicans and Democra did or did not do for our country, they certainly sorted out creaking, moribund military structure. Led by astute Ne York lawyer Elihu Root, the War Department jettisoned t quaint (and toothless) office of Commanding General of t Army and its rats' nest of feuding, semi-independent b reaus. Instead, Root and his team created a general staff, bo rowing from the French model with G-1 (personnel), G-2 (i telligence), G-3 (operations) and G-4 (logistics). Beginning 1903, the civilian Secretary of War was served by a ur formed chief of staff, whose G-staff then acted to plan ar supervise military preparations and ongoing campaign such as the seemingly interminable Philippine Insurrectio and a series of frustrating border incidents with Mexico. addition, the reorganized War Department cleaned up t haphazard relationships between the state militia regimen and the Regular Army, introducing the rudiments of today highly effective total force: active, National Guard and Arm Reserve. When the doughboys marched into France, all co ponents wore the same uniforms, carried the same weapo and met the same training standards. It has been that w ever since.

Getting the right leaders proved critical. At the senio level, President Wilson and his Secretaries of War (Lindl M. Garrison and Newton D. Baker) chose carefully. They s lected BG Hugh L. Scott as the Chief of Staff and then desi nated MG Frederick Funston and BG John J. Pershing as t principal field commanders for operations in Mexico duri

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***LTG Daniel P. Bolger**, USA Ret., was the commander of Combined Security Transition Command-Afghanistan and NATO Training Mission-Afghanistan. Previously, he served as the deputy chief of staff, G-3/5/7, and as the commanding general, 1st Cavalry Division/commanding general, Multinational Division-Baghdad, Operation Iraqi Freedom. He holds a doctorate in Russian history from the University of Chicago and has published a number of books on military subjects.*



GEN John J. Pershing

e 1914 and 1916–17 campaigns. All three officers had ex-
nsive experience fighting Plains Indians, Filipino *insurrec-*
and Mexican border infiltrators. The well-regarded MG
nston died of a sudden heart attack in early 1917, but Wil-
n had a solid backup. He turned immediately to BG Per-
ng to lead the American Expeditionary Forces to Europe.
e President and Secretary Baker knew he would deliver.
did.

Generals set the azimuth, but good armies need quality field-grade, company-grade and noncommissioned officers to lead units under fire. A national "preparedness" movement led by former Army Chief of Staff G Leonard Wood organized a camp at ttsburg, N.Y., in the summer of 1915. The mp, and others like it, taught young men t how to be soldiers themselves and then w to lead other soldiers. For a country with- European-style conscription, it was some-ng. The Plattsburg Movement eventually vided a cadre of some 40,000 trained lead- when the call to battle came in April 1917.

Of course, organization and leadership an a lot, but experience also matters. Mil-n-man European militaries had exercised sistently, hosting wide-ranging sham bat- in the years leading up to the Great War. s was not so with the American Army. ne 100,000 Regulars were scattered across Philippine archipelago, Alaska, Hawaii, rto Rico, the coastal forts and the old In-n-fighting posts of the American West, ked by National Guard contingents from ry state in the union. There were no big maneuvers or call-ups in the United States, but there was a de facto dress rehearsal. Spurred by yet another round of violent troubles with restive Mexico, in March 1916 and the months that followed, the United States assembled part of the Regular Army and mobilized almost the entire National Guard, supplementing both with the new Reserve leaders drawn from the land grant colleges and the Plattsburg Movement camps. Operations in Mexico sputtered. Most of the hostiles got away cleanly. Training standards proved uneven. Logistics faltered. Aircraft, machine guns, field artillery and trucks were found wanting. Nevertheless, the Army saw the problems and made a start on remedies. It all helped a good bit when the United States declared war on Germany in April 1917.

So World War I came and went, and the American contribution proved decisive for the Allies. It had not been an elegant effort—more brute force and willpower than a well-oiled machine—but the reason it worked at all, and proved to be enough to win, can be traced directly back to the rudimentary measures taken in America before 1917. In November 1913, the architecture was present or coming together, even if few American soldiers really figured to use it all to fight in Europe, a place U.S. regiments had never been and never expected to be.

Sir Michael Howard said it well. The best the U.S. Army—or any military—can do is try to be ready to "get it right quickly." We surely tend to end up fighting in places we did not expect and sooner than we would like. Our fellow citizens do not ask if we're ready. They just say "Go." Like our predecessors on the eve of the Great War, we must do our best to be ready, especially for the fight nobody sees coming. ★

Men learned soldiering, then leadership, at a camp in Plattsburg, N.Y.



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2013 Photo Contest Winners

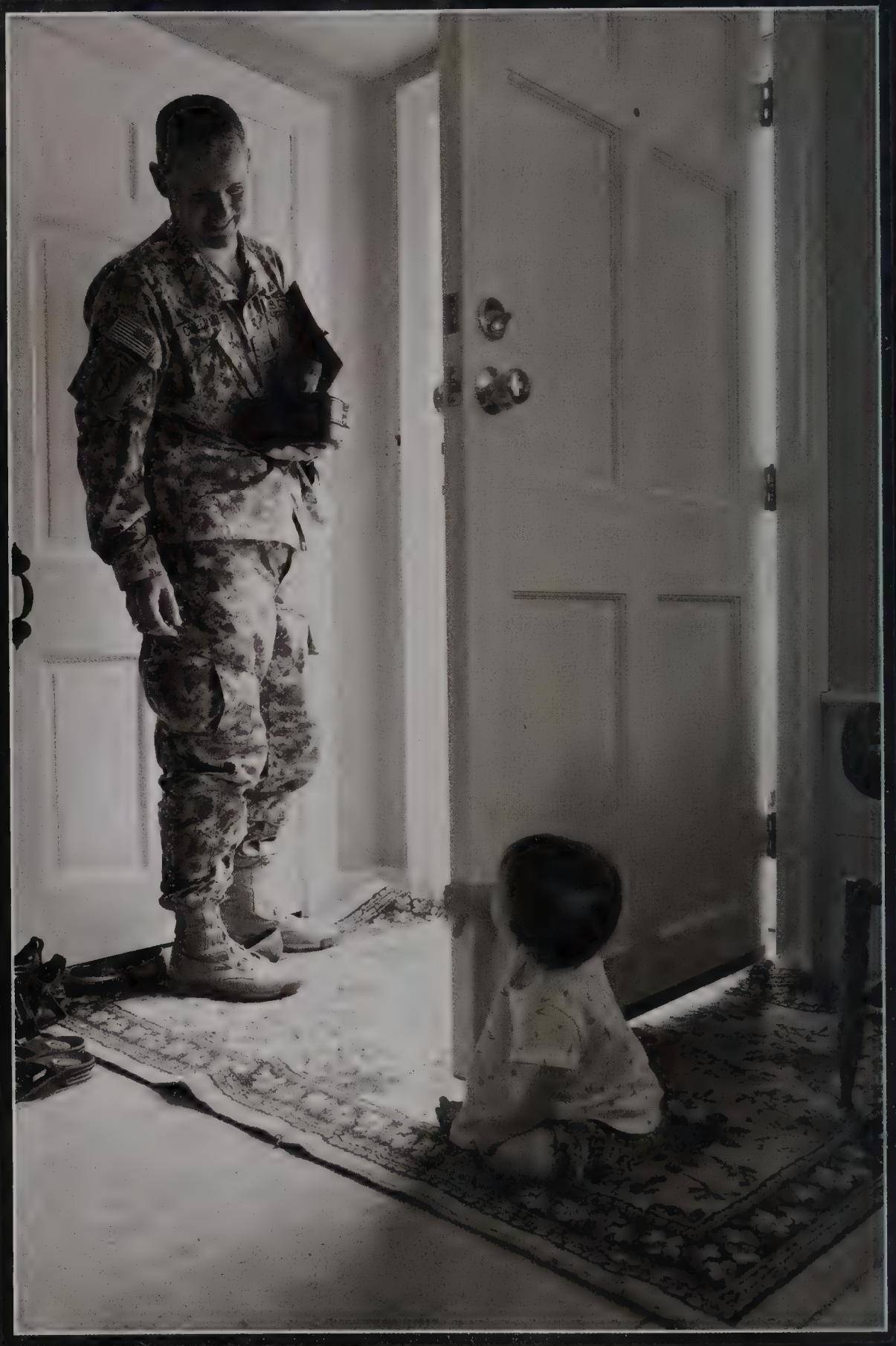
First Prize



Michael N. Curtis, "Nice Day"
Waynesville, Mo.

Range firing at Fort Leonard Wood, Mo.

Second Prize



Dr. Yuki A. Honjo, "Bye Dada"
East Falmouth, Mass.

MAJ Jason Cullinane and his year-old daughter, Niamh, say goodbye on a workday.

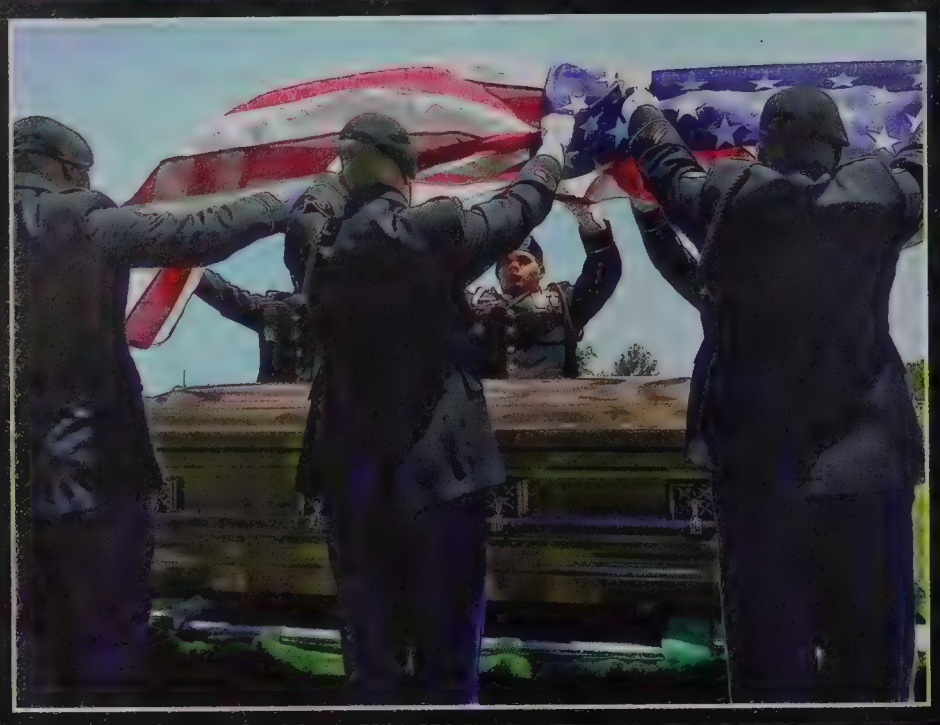
Third Prize



LTC David J. Fugazzotto Jr., "Protect Us"
Germany

Dog tags and a St. Michael religious medallion in Kabul, Afghanistan.

Honorable Mentions



COL Albert M. Bleakley, USA Ret., "Last Roll Call"
Cocoa, Fla.

Soldiers from the 3rd Infantry Division, Fort Stewart, Ga., provide the honor guard at the funeral of LTC Charles H. Boardman III, the photographer's father-in-law. LTC Boardman, who died on May 13, served in World War II and Korea. He retired from the Army in 1966.



Erin Burns, "Salute"
Salt Lake City, Utah

Soldiers and Army ROTC cadets fire Howitzers in a 21-gun salute honoring veterans of all wars during the University of Utah's 2012 veterans commemoration ceremony last November.



Victoria F. Piccirillo, "Indebted Forever"
Palos Park, Ill.

The photographer "wanted to capture the emotions of a soldier through dramatic lighting."

SOLDIER 2020

By GEN Robert W. Cone



Above, soldiers conduct tactical movement with combat load testing at Fort Bliss, Texas. CPL Kristine Tejeda, below, of the 3rd Advise and Assist Brigade, 1st Cavalry Division, provides security for a tour of the ancient city of Ur, Iraq.



This year, the Army initiated a deliberate service-wide effort—Soldier 2020—to ensure that our units are filled with the best qualified soldiers. This effort includes opening previously closed positions and occupational specialties to women while maintaining our combat effectiveness. For generations, women in uniform have served our nation with skill, courage and tenacity. In the last 12 years, more than a quarter of a million women served in Iraq and Afghanistan, of whom approximately 150 were killed in action and another 800 were wounded. Today, women fulfill crucial combat support roles in combat arms battalions around the world.

Our recent wartime experience indicates there are few practical limits to the vital contributions women can make in our Army formations. Therefore, the Soldier 2020 effort seeks to remove as many barriers as

Left: U.S. Army/SPC Andrew Slovensky. Above: U.S. Army



U.S. Army

A soldier drags a casualty to safety at Fort Sill, Okla., as part of TRADOC's review of physical standards.

possible and allow talented people—regardless of gender—to serve in any position in which they are capable of performing to standard. Soldier 2020 is rooted in three principles:

- Maintain the dominance of our nation's warfighting forces by preserving unit readiness, cohesion and morale.
- Validate both physical and mental occupational performance standards for all MOSs, initially focusing on those currently closed to women.
- Set the conditions so all soldiers, men and women, have an opportunity to succeed as their talents dictate.

Including Women—The Time Has Come

The Army began expanding roles for women 40 years ago. Since then, women have trained and fought alongside men as members of the profession of arms. Starting in the 1970s, they used the same curricula, learned the same tasks and did so under the same conditions as their male counterparts. Throughout the 1980s and 1990s, we integrated women into most of the force, making them part of nearly every training event. By the time we went into Iraq and Afghanistan, women were filling essential roles throughout th force. During the wars, commanders routinely a tached women to small combat units when the possessed skills needed on the battlefield.

The contributions and sacrifices made by wome have challenged many long-standing assumption about their roles in battle as well as the efficacy the rules meant to keep them from serving in com bat units. This summer, when the Army allowe women into a number of combat battalions in MO that were already open to them, there was no nee for fanfare. The vast majority of our force is alread integrated.

We are approaching the gender integration of th combat arms MOSs in a clear-eyed manner. W must do this right, lest we put women and our inst tutional credibility at risk. The combat readiness our well-seasoned Army must remain the first prio ity. While this integration requires a well-though out approach, I am confident we can do this rig and improve the total force. Moreover, our curre challenges cannot be an excuse to stop examinin integration and, where warranted, executing it.

U.S. Army Training and Doctrine Comman (TRADOC) initiated this effort by examining cu rent attitudes about women in combat units. W conducted interviews and focus group discussion with more than 2,500 participants from a variety organizations. We found that most men who ha worked and fought beside women expected them to d well in combat roles. Some work remains to be done in o der to convince men with little or no experience servin alongside women that they will perform well in new role but I am convinced that those with concerns will chan their views. Across the force, everyone—including our f male soldiers and leaders—insisted that we not lower th standards for service in combat MOSs. The one unmista able message we received is that most soldiers agree th women, based on their wartime performance, have earne the opportunity to stand in any one of our formations f which they qualify, if they wish to do so.

Validate Standards

As part of Soldier 2020, TRADOC is implementing se eral essential initiatives to provide every American soldi with the same opportunity to serve in any MOS whi maintaining standards. Our fundamental goal is to pla everyone on a path toward a meaningful career based individual merit while ensuring combat effectiveness.

First, we must clearly define the standards for service MOSs currently closed to women. A recent survey of i fantry recruits shows our standards are antiquated. Th truth is that the shortest infantryman we recruited last ye stood under 5 feet tall; the lightest weighed less than 1 pounds. We are clearly accepting people into these po tions who may be physically overmatched by the demand of modern combat.

GEN Robert W. Cone *is the commander of U.S. Army Training and Doctrine Command, Joint Base Langley-Eustis, Va. A graduate of the U.S. Military Academy, he has master's degrees from the University of Texas at Austin and the Naval War College. He has served in command and staff positions in the continental United States, Iraq and Afghanistan.*

Resolving this mismatch begins by
lentifying the most demanding tasks
ı artilleryman, engineer, infantryman,
:out or armored crewman must per-
)rm, and determining how to measure
soldier's ability to perform them.
ranch commandants and their com-
and sergeants major (CSM) led teams
at initially identified 31 tasks across
ıe closed MOSs. They established
roposed performance standards for
ıose tasks and forwarded their rec-
mmendations to the Sergeant Major
the Army Board of Directors—our
ost senior NCOs.

Once the CSMs on the board approved the proposed stan-
ards, the standards were tested in combat arms units. Ran-
)m populations of MOS-qualified soldiers attempted to
erform the tasks. By and large, we found that our propos-
s were accurate. Regarding a significant portion of the test
)pulation that was unable to meet the standards, we are
)king to see if the cause is a training shortfall or if the pro-
)sal exceeds the actual standard needed within combat
ms units. For those instances in which nearly everyone
ıssed the physical test, we are examining if our proposed
ındard is too low or if the task is not really a discriminator.
s we speak with those in the field and continue our study,
e may also determine the need to add tasks.

Throughout this endeavor, our partners at the U.S. Army
edical Command and U.S. Army Research Institute for En-
ronmental Medicine (USARIEM) observed our processes
d made sure our results remained scientifically valid.
ıce we possess clearly established standards and gain
)ad consensus, USARIEM will lead the final phase,
nsforming the standards into physical tests an individ-
l must meet to enter a combat MOS.

U.S. Army Education Advisory Committee Consultants

- Michael A. Wartell, Ph.D., chairman
- Kayla M. Williams
- David R. Segal, Ph.D., Department of Sociology, University of Maryland
- Mady W. Segal, Ph.D., Department of Sociology, University of Maryland
- LTG Paul E. Funk, Ed.D., U.S. Army retired
- MG Marcia M. Anderson, Deputy Chief of the Army Reserve (Individual Mobilization Augmentation)
- BG Maureen LeBoeuf, U.S. Army retired
- Jack L. Tilley, 12th Sergeant Major of the Army
- CSM Jackie Moore, U.S. Army retired

We will not only develop a gender-neutral standard, but we will also ensure that everyone in an MOS can perform the necessary tasks associated with his or her job. Soldier 2020 holds the promise of improving quality across our warfighting formations while providing a level field upon which all soldiers can succeed based upon talent.

While this initiative is a promising step toward gender integration, we must harness past lessons learned and discern points of friction the Soldier 2020 program will encounter. Therefore, in the second major effort, I directed the TRADOC Analysis Center (TRAC) to conduct an extensive study to identify integration challenges and develop mitigation strategies for overcoming institutional, cultural and implementation barriers. TRAC began with a detailed study of historical references, medical studies and experiences of foreign armies.

This thorough review developed research questions on policies, programs and requisite leadership action. TRAC is now employing its unique analytical skills, coupled with a command sergeant major support team grounded in the rigors of war, to examine these questions. USARIEM and the U.S. Army Institute of Public Health will complement TRAC's study with pertinent historical and analytical data as well as scientific review. These analytical centers are employing a variety of tools to answer the most important questions. A distinguished collection of external scholars, writers and retired Army leaders is also providing advice [see box]. They offer a critical and comprehensive look at the viability of our planned methodology, study outcomes, and proposed recommendations throughout every step of the



Scientists at the U.S. Army Research Institute for Environmental Medicine's Military Performance Division measure the physical exertion expended as a soldier simulates loading artillery.



Identifiable by the distinctive hat, more than 500 women serve as drill sergeants.

process. Together, these studies and reviews will help us see the history of the issue, understand the lessons of the past and identify where leaders need to focus their attention and resources.

Set Conditions

The third element of Soldier 2020 revolves around setting the conditions in units as they integrate women into closed MOSs. During the course of these studies, researchers found that women are looking forward to being allowed to test themselves against the many physical and professional challenges they will face within combat units. So far, their biggest fear is not about their ability to perform, but instead the sense of isolation resulting from being the first to do something. Ensuring no one faces such a hostile or isolated environment is nonnegotiable for Army leaders.

Project Athena, the study of the U.S. Military Academy's integration of women into the Corps of Cadets, found that avoiding isolation requires a minimum population of women at the small-unit level. Furthermore, placing a cadre of female leaders into units during integration who provide mentorship and help the command smoothly transition is also essential. That infusion of leadership will come from two directions. First, the current policy of allowing women to serve in MOSs that are currently open within combat battalions will provide commanders with trusted senior leaders who can serve as mentors and role models. Furthermore, as we open MOSs, we will seek qualified female NCOs and officers who wish to transfer into them. They will provide the leadership required at the point of attack.

We know how to do this. TRADOC's long history of integrating women into demanding positions provides a proven point of departure. More than 500 highly qualifie women serve as drill sergeants, and 14 serve as trainin battalion and brigade command sergeants major. In add tion, women fill critical command positions, including or training brigade, two training battalions and 35 trainin companies. In short, they occupy significant positions trust leading America's sons and daughters as they fac the trials associated with entering our profession.

When a series of ordnance and artillery specialties wa opened to women last year, we moved female NCOs int the training units and made practical infrastructu changes to maintain a safe and secure environment. W also added a number of female platoon sergeants wh though not responsible for the MOS instruction of new sc diers, play a direct and close supervisory role. Now, th imperative is to help replicate these conditions across a our formations.

* * *

As commander of TRADOC, women's performance du ing combat operations certainly does not surprise me. We s the stage for success nearly four decades ago when we bega integrating training throughout our Army. Well before th wars, women prepared for conflict right beside men. Ou work, however, continues today. We have challenges, ar every leader must remain vigilant to ensure we do not tole ate harassment or mistreatment of our teammates while u holding the highest standards of performance.

In the end, though, we will only get better. I am con dent because all our soldiers, men and women, contin proving themselves as highly capable warriors on a dai basis. By expanding opportunities and assignments f women, we will only strengthen the force.

2014 ARMY Magazine Photo Contest

Sponsored by the Association of the U.S. Army

The Association of the U.S. Army is pleased to announce its annual ARMY Magazine Photo Contest. Amateur and professional photographers are invited to enter.

The winning photographs will be published in ARMY Magazine, and the photographers will be awarded cash prizes. First prize is $500; second prize is $300; third prize is $200. Those who are awarded an honorable mention will each receive $100.

Entry Rules:

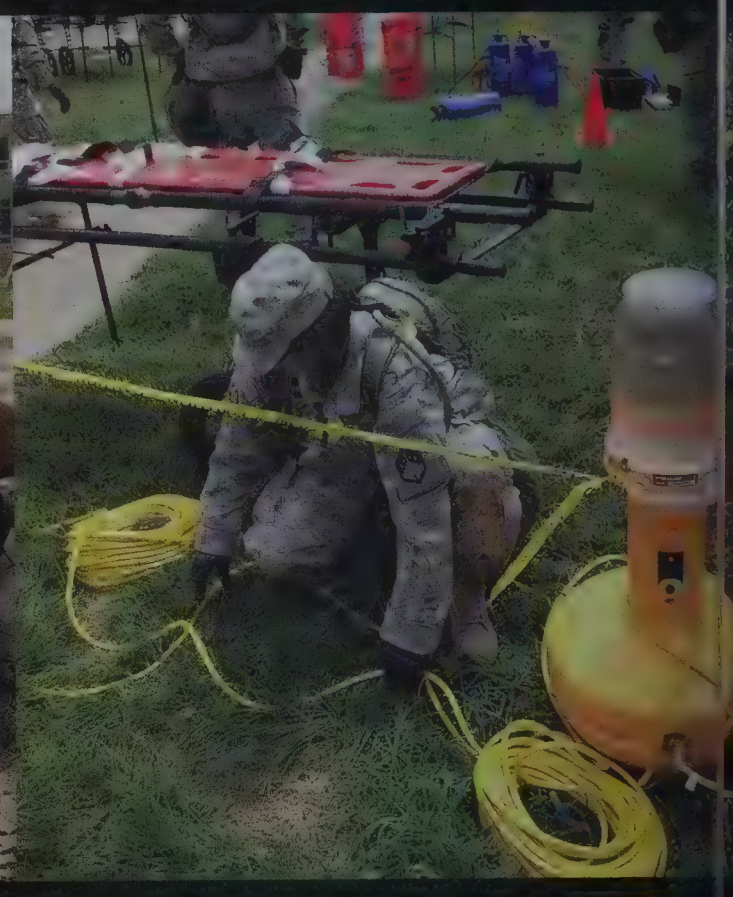
1. Each photograph must have a U.S. Army-related subject and must have been taken on or after July 1, 2013.
2. Entries must not have been published elsewhere. Evidence of prior publication of any entry will disqualify it.
3. Each contestant is limited to three entries.
4. Entries may be 300-dpi digital photos, black-and-white prints or color prints. Photographs must not be tinted or altered.
5. The minimum size for prints is 5x7 inches; the maximum is 8x10 inches (no mats or frames).
6. The following information must be provided with each photograph: the photographer's name, address and telephone number, and caption information.
7. Entries must be mailed to: Editor in Chief, ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201-3385, ATTN: Photo Contest. Send digital photos to jbenitz@ausa.org.
8. Entries must be postmarked by July 31, 2014. Letters notifying the winners will be mailed in September.
9. Entries will not be returned.
10. Employees of AUSA and their family members are not eligible to participate.
11. Prize-winning photographs may be published in ARMY Magazine and other AUSA publications three times.
12. Photographic quality and subject matter will be the primary considerations in judging.

For further information, contact Jennifer Benitz (jbenitz@ausa.org), ARMY Magazine, 2425 Wilson Blvd., Arlington, VA 22201; (703) 907-2604.

For examples of past winners, see www.goo.gl/WqBAeu.

VIBRANT RESPONSE 13-2





'PREPARING FOR A DAY THA

By Scott R. Gourley

It is a widely recognized irony that U.S. soldiers frequently train for situations that the country hopes they will never face. No scenario reinforces that point more clearly than the potential need for federal military support to civil authorities in the aftermath of a domestic terrorist attack.

That is exactly the horrific scenario that provided the basis for Vibrant Response 13-2, a U.S. Army North (Fifth Army) field training exercise designed to confirm the operational and tactical capabilities of integrated elements across DoD's chemical, biological, radiological and nuclear (CBRN) response enterprise.



Photographs by Scott R. Gourley







VE HOPE NEVER COMES'

That response enterprise includes both Title 32 state/National Guard responders and Title 10 federal military responders. Title 32 capabilities include 57 weapons of mass destruction civil support teams (WMD-CST) of approximately 20 personnel each, capable of detection, identification and CBRN assessment; 17 chemical, biological, radiological, nuclear and high-yield explosive enhanced response force packages of approximately 0 personnel each, adding search, extraction, decontamination and emergency medical capabilities; and 10 homeland response force teams of approximately 500 personnel each, expanding on other capabilities while adding command-and-control and security elements.

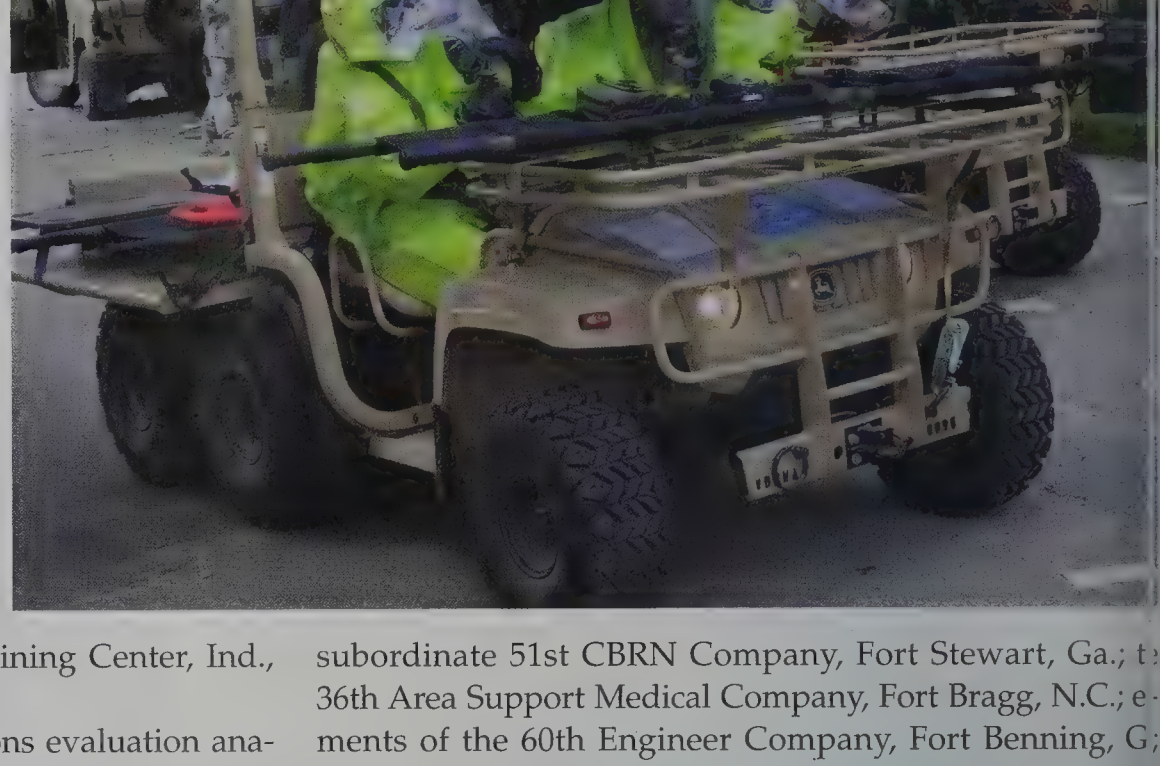
If and when these capabilities are insufficient for a particular CBRN event, states can request additional federal assistance through the Federal Emergency Management Agency (FEMA), which will then look across the federal government, where CBRN response options can include Title 10 federal military responders. Although scalable to meet specific needs, the federal military CBRN response is broadly organized into the 5,200-person Defense Chemical, Biological, Radiological, Nuclear Response Force (DCRF) and two 1,500-person command-and-control CBRN response elements (C2CRE-A and C2CRE-B).

In the event of a domestic crisis or terrorist attack, the DCRF and C2CREs would be deployed under the command of U.S. Army North (ARNORTH), the Army component of U.S. Northern Command (NORTHCOM). Joint Task Force Civil Support (JTF-CS), as the nation's only standing CBRN joint task force, would command the DCRF.

Based at Joint Base Langley-Eustis, Va., JTF-CS anticipates, plans and integrates Title 10 CBRN response operations. The task force is assigned to NORTHCOM and is under the operational control of the commander of ARNORTH. That ARNORTH linkage can also be used to help coordinate and sustain units conducting the response mission.

The Vibrant Response field exercise reflects ARNORTH's important role in training and exercising the DCRF and

Clockwise from top left: During Vibrant Response 13-2, held at Muscatatuck Urban Training Center, Ind., in August, soldiers trained on how to deal with a domestic terrorist attack; SGT Rhonda Arnesen-Foss, 51st Chemical, Biological, Radiological and Nuclear (CBRN) Company, strings a lighting system to ensure decontamination efforts can run 24/7; the advance party sets up; a soldier prepares medical decontamination transport for nonambulatory patients; buildings show the effects of the hypothetical detonation of two 5-kiloton nuclear devices; a soldier from the 83rd Chemical Battalion helps with the setup.



CBRN responders dressed in protective gear move into a potentially contaminated area to conduct reconnaissance efforts.

C2CRE federal response forces. The first of these field training exercises took place in November 2009, followed by events in 2010, 2011 and 2012.

Vibrant Response 13-2 was held this August. It was centered at the Muscatatuck Urban Training Center (MUTC), Ind. Once home to the Muscatatuck State Developmental Center, the 1,000-acre site was turned over to the Indiana National Guard in July 2005 and has grown into a full-immersion, contemporary urban training environment. Additional activities were conducted at Camp Atterbury Joint Maneuver Training Center, Ind., and other locations across the region.

According to Larry Ritter, an operations evaluation analyst at ARNORTH, this year's scenario was premised on the hypothetical detonation of two 5-kiloton nuclear devices in a Midwestern city. Subsequent implementation of myriad state and federal processes was evident in the exercise command headquarters, where state of Ohio representatives worked closely with FEMA's Region V Incident Management Assistance Team (IMAT) on a request for federal assistance. Deploying with the IMAT was the ARNORTH defense coordinating officer, who works closely with FEMA counterparts to coordinate federal military assets.

"The vast majority of the troops at Vibrant Response are part of the federal response that would follow a process, beginning with the state governor requesting federal assistance and declaration of a national disaster area by the President," Ritter said. "The NORTHCOM commander has gathered all the necessary forces and is deploying them forward. In the concept, the NORTHCOM commander is allowed to *deploy* forces to federal installations, and then he can only *employ* them once formal aid has been requested. So, in this particular scenario, we're pretty sure that most states and local governments are not going to have the resources necessary to handle that level of destruction. The nearest thing to it that we have seen in the United States was probably Hurricane Katrina" in 2005.

According to Ritter, DCRF elements participating in Vibrant Response 13 introduced decontamination, security, urban search and rescue, hazardous material reconnaissance, and logistics support capabilities. Units came from 27 states and included a dozen brigade headquarters. Participating units included elements of the 83rd CBRN Battalion and subordinate 51st CBRN Company, Fort Stewart, Ga.; t 36th Area Support Medical Company, Fort Bragg, N.C.; e ments of the 60th Engineer Company, Fort Benning, G; and the 127th Military Police Company, Fort Carson, Colo

Most of the assets went through a formal training pro ciency evaluation, which was followed by a training perfo mance assessment letter from the ARNORTH commandi general to the first general officer in their chain of co mand, Ritter said. Elaborating on how ARNORTH hel the unit technical training processes for the federal milita responders, he said, "It's different operating in the Unit States versus operating across the water. Here, legally, y have to follow OSHA [the Occupational Safety & Hea Administration]. You have to follow guidelines establish by the National Fire Protection Association (NFPA) on ho you conduct urban search and rescue. FEMA guidelines urban search and rescue use the NFPA because they're t experts, they're the ones who do it all the time.

"Vibrant Response 13 represented the confirmatory exe cise for NORTHCOM to say that this force, from the tw star headquarters all the way down to the lowest platoon, prepared, resourced, trained and ready to assume missi on October 1," he said.

As commander of the 60th Engineer Company urb search and rescue teams, CPT Alvin Cavalier brought 1 soldiers to the MUTC from Fort Benning. As of October the unit was "allocated" to the JTF-CS/DCRF; not und day-to-day control but "on tap" for missions in the DCRF called upon.

"The scope of our mission at Vibrant Response is to co duct urban search and rescue," CPT Cavalier said. "Our s diers are here participating with units from across Ameri This is important not only for the Army but for the citizens the United States because we are coming together colle tively to conduct a joint training exercise that will—in t event that this type of attack were to actually occur—allo

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Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

is to come together and conduct operations on the ground to elp save lives and reduce suffering of American citizens."

During the exercise, unit personnel employed equipment anging from specially equipped chain saws and concrete reaching tools to specialized suits and breathing gear.

"If we did have a large-scale attack or another incident ke Hurricane Katrina, when we absolutely had to get citiens out and to safety, they should know that our unit has een trained and prepared to support such a mission," CPT avalier said. "We're here to save lives and mitigate sufferng. In the big picture, we're here to help Americans."

While CPT Cavalier's urban search and rescue teams hurried to off-load their specialized equipment packages, SGT Rhonda Arnesen-Foss and other members of the 51st CBRN Company established a medical triage and CBRN decontamination rea. Decontamination capabilities for the DCRF are identied as 240–360 ambulatory patients per hour (120–180 nonmbulatory). Each of the two C2CREs supports 40–60 amulatory patients per hour (20–30 nonambulatory).

"The ADVON [advanced liaison party] has set up power nd water as well as the blivets and the flooring for the nowers," SGT Arnesen-Foss said. "We set up the tarping nd the rest of the area so they have the 'cold zone' and 'hot one.' We're setting up the DRASH [Deployable Rapid Assembly Shelter] tents and high-speed generators that run ower in equal amounts in case you need both running, or one goes down you have a backup—and of course, we've arted the water heaters for the showers."

"This is the largest domestic effort for CBRN response in e United States," said LTC Larry Terranova, chief of exerses for ARNORTH. "We get our exercise funding from ORTHCOM and also some FORSCOM [U.S. Army Forces ommand] funding for training. It takes a year to plan, and is the staff at Army North, with assistance from FORSOM and other training commands, that brings these elents together here for a month on the ground. It's an integated effort that is very important to our country."

Elaborating on the integration theme, he said, "It's a multiased exercise involving multiple task force elements. ast week, for example, we exercised C2CRE-A and 2CRE-B. C2CRE-A is an active duty task force with subornate units that are USAR [U.S. Army Reserve], National uard and active duty. C2CRE-B is a National Guard comand that is made up mostly of USAR units. It's truly a ulticomponent effort.

In terms of his message to warfighters, LTC Terranova d, "First of all, they have to learn another language. We e here with DoD to support the state and the civilian encies, so we may speak the warfighting jargon of battleace and Mission Command, but the effort coming into e state is dual-tracked: the National Guard Title 32 forces, o provide immediate response and are here before, dur; and after the other effort; and the Title 10 effort, which ngs a large capability and gets here fairly rapidly. In approximately 48–72 hours, we will have our units staging at



CPT Alvin Cavalier, commander of the 60th Engineer Company, led urban search and rescue teams during the exercise.

the BSI [base support installation] and moving forward into the affected area.

"The Title 10 effort brings in skill sets that cover lifesaving, search and rescue, extraction, security elements, medical elements, and aviation assets," he said. "It comes in a self-sustaining package so it will not be a burden on the affected area. Title 10 forces know that they are not the lead. They are here to augment and fall into the state and federal effort—like FEMA and DHS [Department of Homeland Security]—already in place."

Shifting his message to soldiers participating in Vibrant Response 13, he added, "This is a horrible day for America if it happens for real, but we need to be prepared across the components. The Title 10 effort is very important to our nation's effort to protect the homeland and secure the people. These young soldiers should feel proud of what they're doing, knowing that they are here to serve and possibly save the lives of loved ones and other American citizens."

"We're either defending the American people or we're helping them," Ritter said. "In this particular case, we're 'right of the bang,' helping, assisting, doing what we can to support the local authorities and the state authorities in taking care of their citizens. When we train our personnel, we constantly remind them that these people are their grandparents, aunts or uncles, sisters or brothers. We're here to help the American people. That's why we exist. Our goal is to turn a victim into a patient as quickly as possible."

"The bottom line is that we are preparing for a day that we hope never comes," LTC Terranova said. ★

INTERNATIONAL EXHIBITION

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16 - 20 JUNE 2014 / PARIS

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DEFENCE & SECURITY

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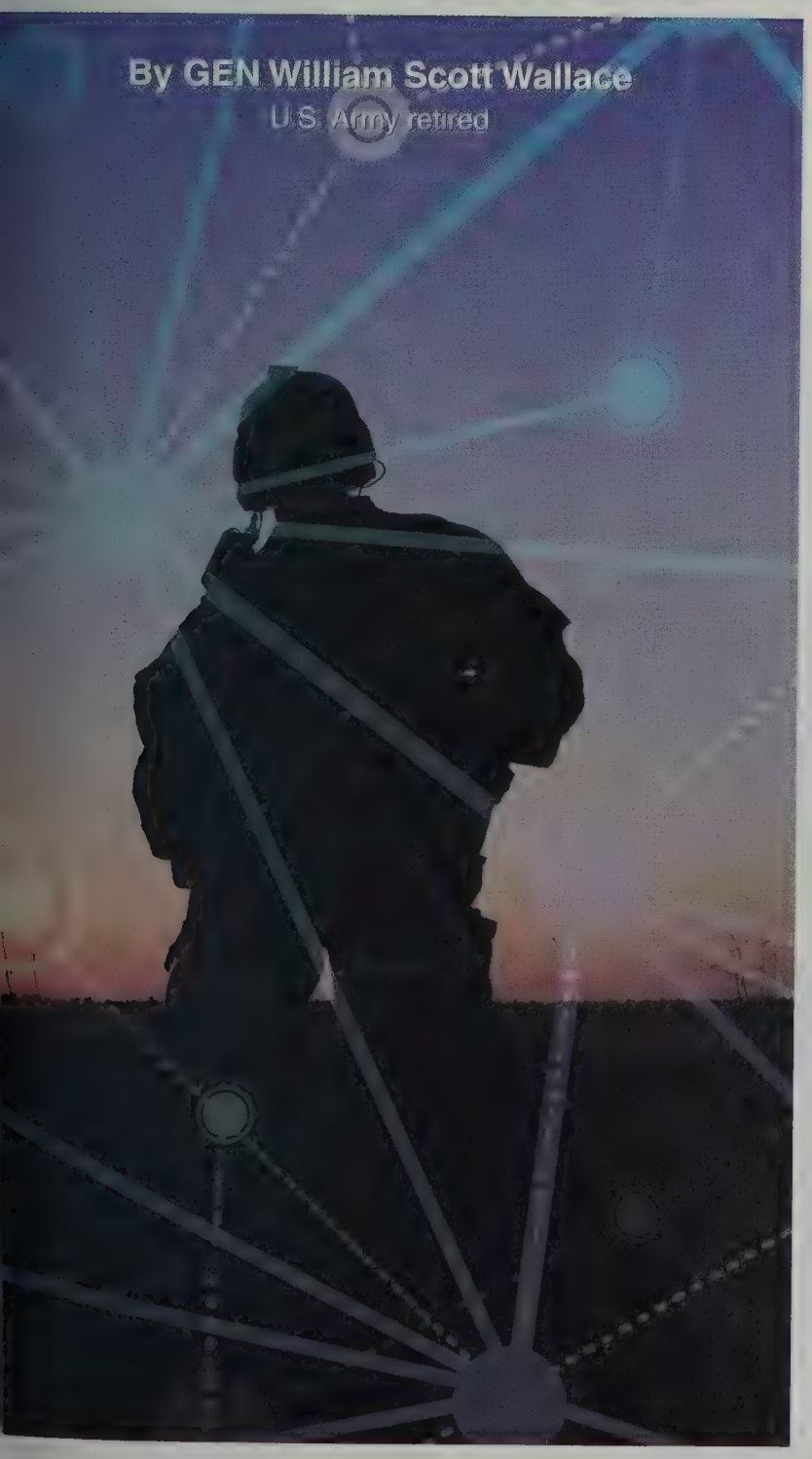
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COGES

Training the Army of 2020

Another Training Revolution Coming



By GEN William Scott Wallace
U.S. Army retired



There have been three distinctly different AUSA symposia recently. Each had a different theme and a different lineup of distinguished and knowledgeable speakers. In spite of these differences, there were three consistent messages across all three of these professional development forums.

First, the world will remain a dangerous and uncertain place regardless of our presence or absence in Iraq and Afghanistan. There is no peace dividend to be realized and no time to relax our military readiness. Indeed, regardless of how much we hope for a break from the pace of operations, it is likely that the U.S. military will again be called upon to restore stability and hope somewhere on the globe. The call is likely to come sooner than later. We can't afford to be surprised when it comes.



U.S. Army/SSG Jeffrey Smith

COL Matthew McFarlane, commander of Task Force Spartan, 4th Infantry Brigade Combat Team, 25th Infantry Division, moves off the drop zone after jumping in support of Talisman Saber 2013, a combined biennial exercise in Queensland, Australia.

Second, the budget environment within which our military will operate in the future is bleak. While there is general agreement that the greatest threat to our national security is the budget deficit, there is virtually no agreement on how to solve the problem. Congress remains deadlocked along partisan lines and seems more comfortable with casting blame than casting for solutions. The military labors under huge budget reductions and uncertainty over their duration and true impact. Even the most optimistic of our leaders agree that the military budget is trending downward, and steeply.

Finally, leaders and soldiers who have met the challenge of conflict in the 21st century, where they have serve learned and excelled, will not be satisfied with a return routine garrison operations. They will demand a trainir environment that is as complex as the situations they ha seen in real life. They will demand—and rightly so—to l in charge of their own training. They will not be satisfie with a home station training environment that does n challenge them physically and intellectually.

There is convergence among these three messages. O troops and their leaders demand challenging training. T world situation demands a high state of readiness. Budg realities demand that training be conducted and readine be maintained in different and less expensive ways. This a clear statement of the problem. A solution is more dif cult to discern.

Convergence of message does not guarantee recognitic of the whole. Private industry and the Army are more tha capable of presenting point solutions to a multidime sional problem. They offer similar views of how to take a vantage of the use of live, virtual, constructive simulatio as realistic training. These views are similar to those th have been held for almost three decades, yet little progre has been made.

Without a clear vision, some definitive guidance and innovative system to manage the aspects of upcomi training opportunities, the Army will be presented wi (and probably seize upon) an ad hoc set of solutions th are suboptimal to its 21st-century training challenge. T Army can and must do better than reinvent training sol tions of past decades.

Characteristics of a Solution

There is no straightforward solution to the proble There are a few waypoints, however, that might help t Army navigate its way. These present an opportunity nt only to solve the problem but also to change traditiorl training in meaningful ways. There are four that are wo thy of consideration:

Commander-focused training. Only commanders have t authority and responsibility to train their units to a hi state of readiness. Yet, over the past decade, training h been increasingly prescribed and delivered to deployi units, making commanders less than equal partners in t design, conduct and evaluation of training.

In today's uncertain environment, commanders at eve echelon are compelled to reassume control and respon bility for the training of their units. This implies the esta lishment of new (or perhaps reestablishment of old) trai ing management processes whereby the intent, the wh the how and the resourcing of training are agreed up over time and across echelon.

Home station-centered training. While live training at t Army's combat training centers (CTC) remains the "go standard," the expense of training at these locations is lik to limit their use. In an era of fiscal constraint, it will beco inadvisable to squander the precious resources of the CT reserving their use for longer periods (training rotations)

***GEN William Scott Wallace**, USA Ret., served on active duty for nearly 40 years. His assignments included commanding general, U.S. Army Training and Doctrine Command; senior armor trainer and chief of staff of the National Training Center (NTC), Fort Irwin, Calif.; commander of the NTC; and commander, Joint Warfighting Center, and director, Joint Training J-7, U.S. Joint Forces Command. He also served as commander of V Corps and as commander of the 4th Infantry Division. Commissioned as an armor officer from the U.S. Military Academy, GEN Wallace holds master's degrees from the Naval Postgraduate School, Salve Regina University and the U.S. Naval War College.*



Soldiers with the 3rd Stryker Brigade, 2nd Infantry Division, perform a joint training exercise at Yakima Training Center, Wash., in September as part of Rising Thunder, an Army-hosted exercise designed to build interoperability among I Corps, the 7th Infantry Division and the Japan Ground Self-Defense Force.

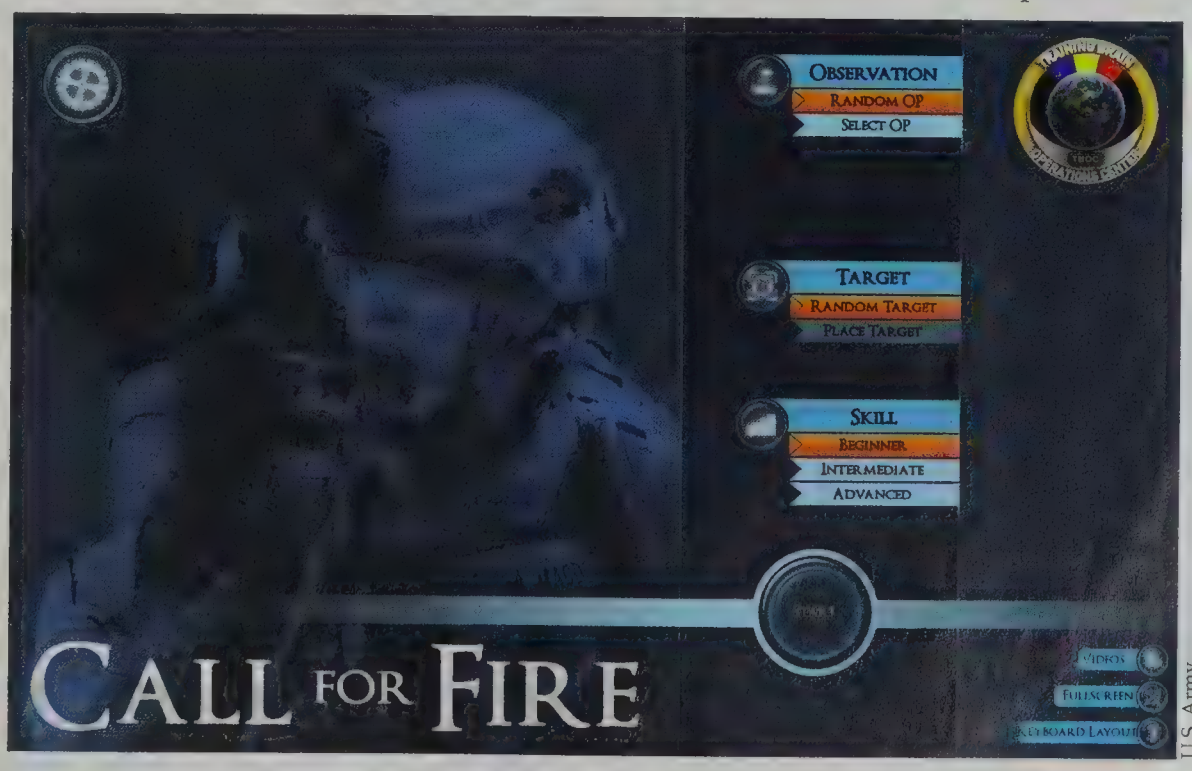
ose who are truly ready for the challenge of realistic live aining against a professional and well-prepared opposing rce. Home station training thus emerges as the baseplate r Army readiness—how leaders are developed, standards e established, and the basics honed and practiced. The TCs then become less of a place to go and train and more a place to confirm the effectiveness of home station train- g and the readiness of units and leaders to deploy in sup- ort of regional combatant commanders.

Simulation-based training. While the Army has been at ar for the past decade, the state of simulations and asso- ated technology has continued to improve, fueled in rge part by tremendous growth and innovation in the ming industry. Simultaneously, our soldiers and leaders ve gained comfort with using simulations, stimulations d games via familiarity in the commercial space.

Training revolutions are not new to e Army. The first was performance- ented training and associated train- g methodology in the mid- to late 70s. The second was ushered in by e advent of combat training centers d the use of constructive simula- ns for higher-level collective train- g and the use of first-generation nulators. The coming training revo- ion will be empowered by the al- dy realized growth in realism and se of use of games, avatars, 3-D pping, artificial intelligence and vanced simulations. The Army's proach to training will increase its e of simulations to the point that nulation-based training will be the rm, supportive of live training and vital and necessary prerequisite. is is not to say that live training will become passé—quite the contrary. Live training, while reduced in frequency and cost, will improve in complexity and intensity and achieve higher standards of performance because simulations will prepare soldiers, leaders and units like never before.

Fee for services-based training support. If we look across all our posts, camps and stations, I suspect we would be surprised by the investment in training-related aides and equipment. I also suspect that we would be surprised by how much of it is either obsolete or in a poor state of repair. We would be further surprised by how little of it is actually being used effectively on any one day. This is similar to the inventory problem that private industry continually faces.

There might be a more effective and less expensive way to achieve our training goals: by making the transition to a fee for services-based training support model whereby both the services and training devices are "rented" rather than owned. Under this model, commanders could pull down from the cloud context, scenarios and content for training (similar to Training and Doctrine Command's Training Brain Operations Center) and order the training sets and instrumentation that they want and need for their live and simulation-based training, thus avoiding the traditional cost of ownership. Leaders will develop the skills



U.S. Army

The U.S. Army Training and Doctrine Command's Training Brain Operations Center has released its newest version of its Web-based Call for Fire Trainer. During the coming training revolution, simulation training will become the norm.

necessary for planning and preparing training under conditions that demand training to standard. Once commanders gain trust in this approach (no easy task), they will be liberated from onerous administrative support tasks and freed to concentrate on the training itself.

The obligation of those who develop, provide, maintain and update training capability is to arrive on time and on target, with the right quantity and the right capability, and guarantee everything works seamlessly upon arrival.

Structuring a Solution

Good ideas, like random thoughts, need structure to make them operative. Similarly, the Army must structure its vision for the coming training revolution in understandable ways. If you look at our most meaningful training experiences, they all have similar attributes.

Meaningful training needs context. Training is normally progressive, but it is also episodic. The best training is usually preceded by a "road to war" or similar story that captures the imagination of the training audience, thus putting the trainee "in role" in terms of time, location, adversary and mission.

The context for recent training has been relatively easy to establish. It is the real-life experience of Iraq and Afghanistan. Future training context may not be as easy to establish. Regardless, commanders are responsible for setting the context of training based on their analysis of where they might go and what they might have to do when they get there.

Meaningful training needs texture. Texture adds realism. Texture transports the trainee from Fort Hood, Texas, to Baghdad or Kabul without leaving home station. Texture immerses the trainee in local culture. Texture is not only a backdrop for training, but also the pool in which the traine must swim. Technique can be learned without texture, bu only with the addition of texture can the true meaning an impact of individual and collective actions be realized, un derstood and practiced. Without the requisite money to hi hundreds of extras to role-play adversaries and local civi ians or sister units to provide an imperfect substitute, te ture can be added via simulation to a high degree of fidelit



U.S. Army/Cadet Alanna Casey

SPC Phillip J. Bryan of the Illinois National Guard trains on the Virtual Convoy Operator Trainer at the Marseilles Training Center in LaSalle County, Ill. The virtual reality trainer allows up to 10 soldiers wearing head monitoring devices to participate in a simulated convoy mission.

Meaningful training is progressive. Training progression a lows for multiple iterations of the same individual or co lective tasks under varying and increasingly more difficu conditions. Progressive training measures the outcome the last training cycle and increases the challenge of th next, thus maintaining the interest of the training audienc while improving skills and organizational proficiency.

Importantly, iterative and progressive training creates mental file folder of experiences for individuals, leade and organizations. This folder becomes the foundation f solutions to new, different and more complex problem The unit conduct of fire trainer is an example. Tank an Bradley crews are presented with increasingly more diff cult target sets based on past performance, thus improvin crew coordination. This improved performance in simul tion improves live-fire results while reducing cost. It highly likely that this result can be expanded to a wide a ray of collective training whereby skills are developed an honed and judgment under varying missions and com plexities is refined.

Training needs an imperative. Investment in training aide devices and techniques is of little value unless there is a imperative to use them in reasonable ways to achieve th desired result: highly trained and operationally read units. Such an imperative is likely to be embedded in trai ing guidance provided by the Army's senior leaders. A Army imperative might include what techniques to us and the combination and order in which to use then while leaving commanders free to determine how to us them and in what context.

Collective training needs a network. Advanced collectiv training must have a network to connect trainees and orga nizations. Much of the required network is already in plac thanks to investments made in recent years. Unfortunatel few trainers understand how to optimize the network meet their training needs. Moreover, due to the limited fr quency with which the network is exercised, it normall takes time and sometimes herculean effort to connect trai ing audiences. On the other hand, routine use leads to f miliarity, and familiarity leads to increased utility.

The Army has demonstrated its ability to connect simu lators in various locations with positive training result These demonstrations need to move from the demonstr tion phase to routine use. The problem is not one of feas bility but rather of imagination, determination and sche uling. I recall serving as the senior observer-controller for training exercise conducted at Hohenfels, Germany, by th 1st Armored Division in the mid-1980s in which a brigad combat team had each of its battalions in a different trai



Soldiers assigned to the 81st Civil Affairs Battalion drag a simulated casualty to safety last fall during their culmination exercise at Fort Hood, Texas, in preparation for an upcoming deployment to Afghanistan.

g mode: one live, one virtual, one constructive. The exer-
se was a resounding success, which was not widely ad-
ertised and never accepted as routine practice. Scroll for-
ard to the present and imagine what standards of success
e might achieve with modern technology and a bit of
nagination.

A training solution needs a structure. A solution demands
overall structure to monitor and improve implementa-
on and assist commanders in achieving their desired
aining outcome. In determining structure, it is useful to
ok at the Army's CTC model for insight and direction.
e operations groups of our CTCs are masters of training
pport. They develop scenarios based on unit commander
idance and subject to unit commander approval. They
ersee the training, providing feedback not only to the
it in training but also to the responsible senior trainer.
ey ensure that Army doctrine is understood and training
ndards maintained. They write lessons to be learned by
wider audience than just the unit in training. While there
probably no need for a superoperations group, there is
sdom in looking at the practices of these training profes-
nals to guide the creation of an overall structure.

Virtual CTCs

Characteristics and structure might be necessary but are
t sufficient for current Army training or its future. If
ere is merit, perhaps there are initiatives that can jump-
rt a third training revolution with all of the described at-
butes in mind.

The state of simulations and stimulations has progressed
the point that their direct and routine use for training
eds to be seriously considered so they can be placed on
road to readiness. We know, however, that fielding a
nulation or suite of simulations does not present a solu-
n in itself and may present new and different problems.
perience shows that the Army's CTC concept has been
gely successful in advancing the state of Army training
d changing the Army culture from one of critique to one
elf-examination for the purpose of improvement.

Perhaps it is time to seriously consider a combination of the two as a significant enhancement for the future of Army training—that is, the creation of a virtual CTC program that enjoys the same utility, prominence and stature as our traditional "dirt" CTCs. Such a training center could certainly provide context, texture and progression given the imperative to use it and the structure to make it happen. This is an idea whose time may have come. Another potential lies in the significant improvements in the realism and capabilities provided by the gaming industry.

For decades, one of the tasks at our CTCs has been to develop and give to training units a take-home package for their use in development of future training. Typically, the take-home package has been a collection of documents that outline those things to sustain and improve, video captures of after-action reviews, and other significant visuals that allow the unit to process what happened and discuss how to improve. These were comprehensive packages, but they did not get much use at home station.

A virtual CTC could change the take-home package into a digital representation that, in meaningful ways, could plug directly into home station simulation centers, enhancing the importance and relevance of the suite of simulations and simulators available to the unit at home.

Furthermore, what might happen if we were to collect and format the data coming from training at a CTC to allow its formulation into a gaming-based medium? We could then convert the take-home package from a pile of documents to an interactive multiplayer game. Importantly, the game could be used by soldiers and leaders at home station to either refight their most recent experience or to solve the same problems in new and different ways, learning from the experience. I suspect that the gaming industry could develop something quite useful in relatively short order and be excited by the challenge.

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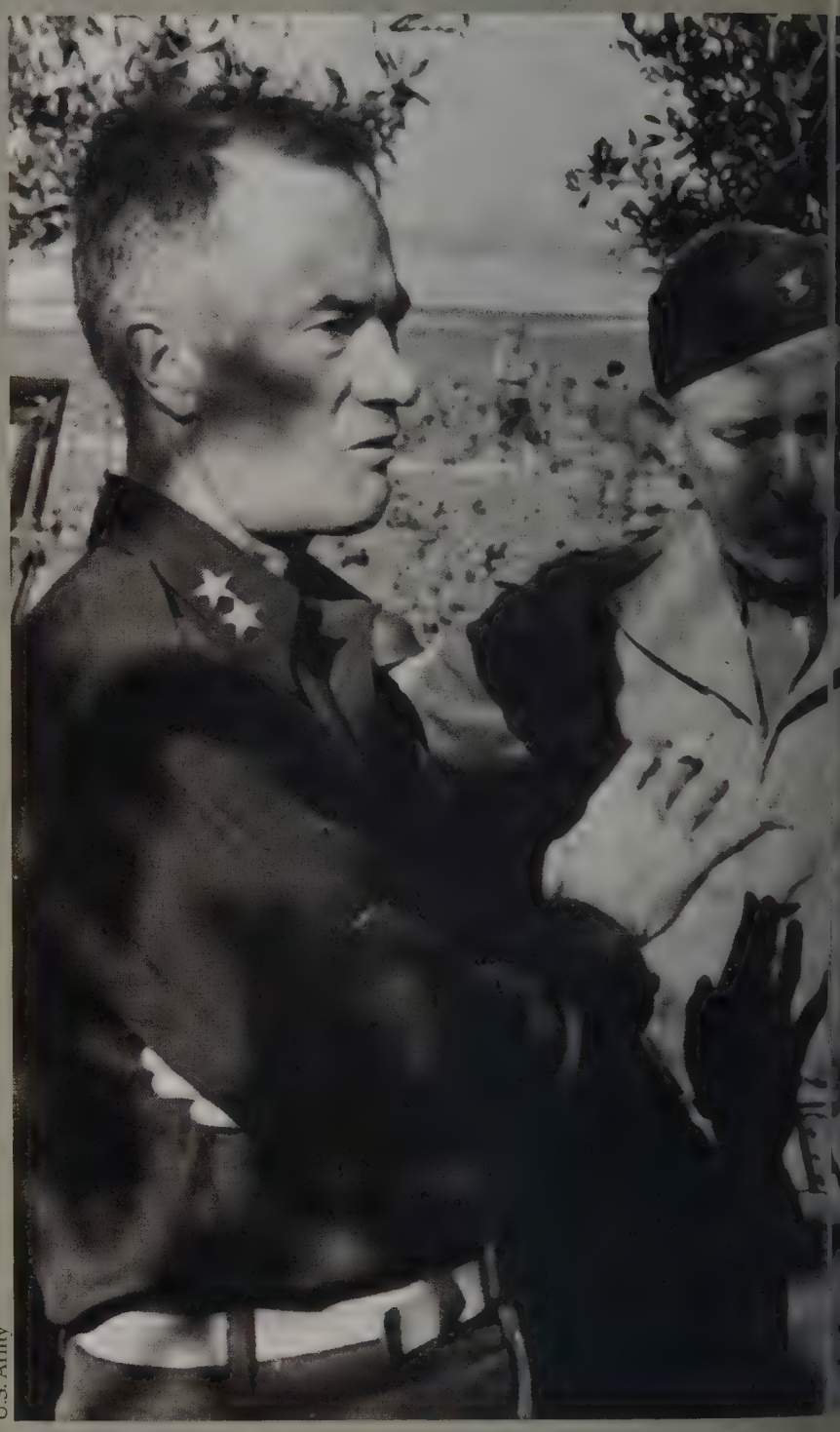
There is another training revolution coming. In fact, the pieces to the puzzle are already forming around us. The revolution is likely to have some of the characteristics outlined herein. It is dictated not only by necessity but also by technological improvements in networks, simulations and gaming. In any case, if the Army is to fully benefit from the revolution, it needs vision and structure so it will continue to be the best trained and most respected ground force in the world deep into the 21st century. ★

1 The Big Red On

By COL Cole C. Kingseed
U.S. Army retired

As the campaign in Sicily drew to a close in August 1943, the U.S. Army's heralded 1st Infantry Division lost its commander when II Corps commander LTG Omar N. Bradley relieved MG Terry de la Mesa Allen from command of the Big Red One. Assistant division commander BG Theodore Roosevelt Jr. was out, too. Bradley's decisions, fully supported by Seventh Army commander LTG George S. Patton Jr. at the end of a highly successful campaign that brought new glory to the 1st Division, remain controversial 70 years after the fall of Messina.

If the 1st Division had performed so valiantly in North Africa and Sicily under Allen's command, why were Allen and Roosevelt relieved? As Allen's story demonstrates, battlefield success alone is not always enough to outweigh other factors once a senior commander has lost confidence in a subordinate officer's ability to exercise command.

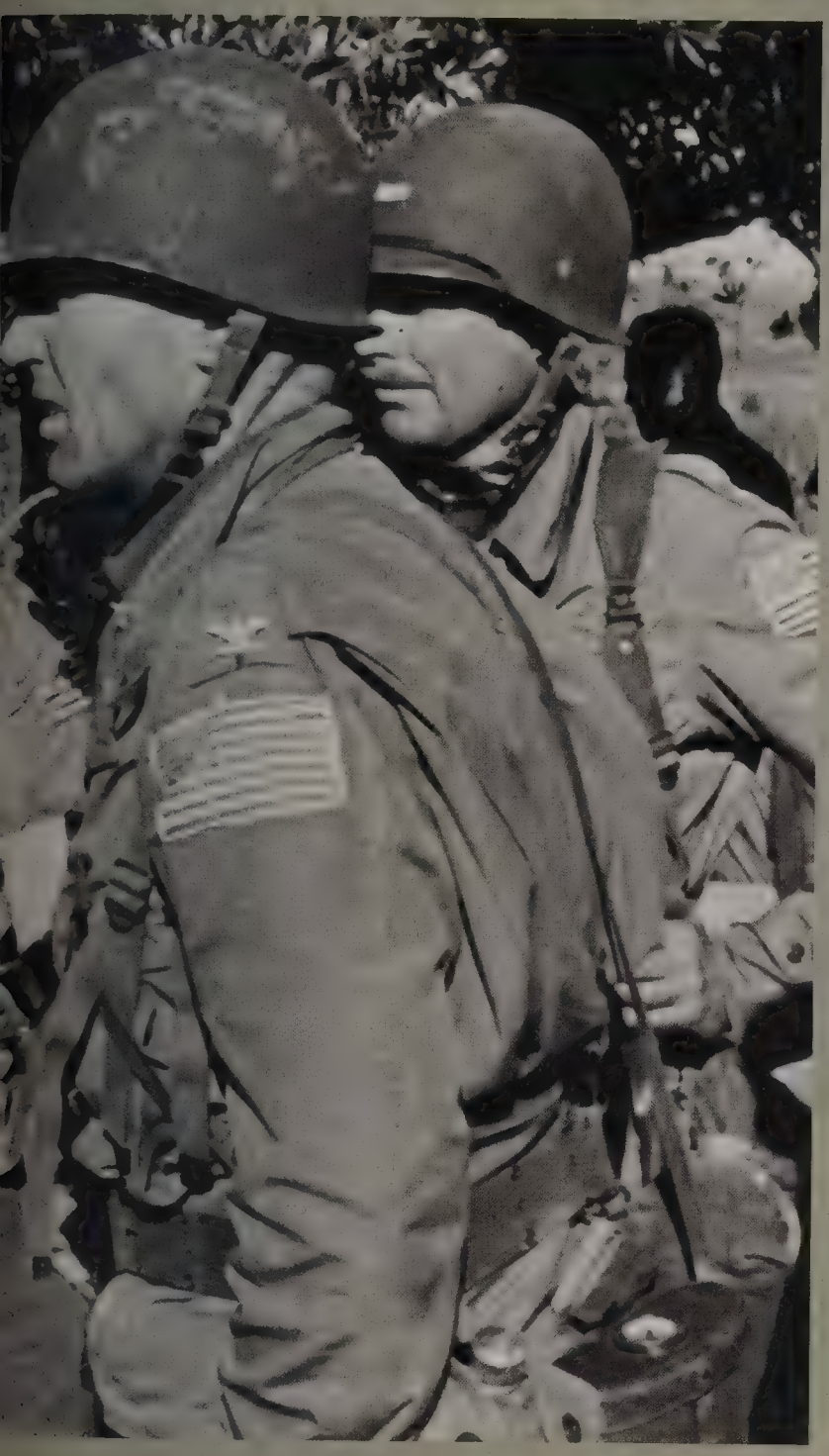


U.S. Army

Protégé of GEN Marshall

As with many officers who received initial favor as th United States prepared for war, Allen enjoyed a long hi tory with Army Chief of Staff GEN George C. Marsha The men served together at Fort Benning, Ga., the trad tional "Home of the Infantry." According to Marshall principal biographer, Forrest C. Pogue Jr., the Army Chi of Staff had frequently shown a fondness for rough-an ready fighters like Patton, Adm. William (Bull) Halsey and Allen. As a young captain, Allen had produced a p per at Fort Benning that then-LTC Marshall liked, ar Allen picked a day to show his dash and gumption whe the "old man" was watching. After that, Allen could do li tle wrong in Marshall's eyes.

oses Its Commander



MG Terry de la Mesa Allen (far left), 1st Division commander, confers with staff in North Africa in 1942. Despite his success there and in Sicily, II Corps commander LTG Omar N. Bradley relieved him of command in 1943.

Allen's Success in North Africa

When the 1st Division became one of the commands desated for overseas deployment in 1942, Marshall, who had ved in the division in World War I, appointed Allen comnding general as a sign of favor and selected Roosevelt as puty commander. Thus began the "Terry-Teddy era" of 1st Division. Allen proved an inspired choice as he led division to new glory in both North Africa and Sicily. As t of Operation Torch on November 8, 1942, Allen and the Red One captured Oran, Algeria, after a brief fight. By l-January 1943, the division deployed to Tunisia for the vitable clash with Field Marshal Erwin Rommel's *Afrika ps*. Under Allen's command, the 1st Division was in the front as the American Army picked itself up after the drubbing at Kasserine Pass and began to develop the fighting skills necessary to face the Germans.

Following the Battle of El Guettar in March and April, Patton issued II Corps General Orders 25, which praised the soldiers of II Corps and Allen's 1st Division for conspicuous gallantry in battle. Patton also sent a personal letter of commendation to Allen, praising him and his men, who "never faltered," were "undeterred by cold, lack of sleep, and by continued losses," conquered in "relentless battle," and whose "valorous exploits have brought undying fame [and] added new and imperishable laurels to the proud record of the United States Army."

Trouble Beneath the Surface

In spite of Allen's impressive combat achievements, his commanding officers believed there were serious deficiencies in the way he led his division. Bradley had noted his initial reservations with the Allen-Roosevelt team when he arrived in theater in North Africa to serve as GEN Dwight D. Eisenhower's "eyes and ears" in February 1943, before he assumed command of II Corps. "Both [Allen and Roosevelt] had the same weakness: utter disregard for discipline, everywhere evident in their cocky division," Bradley wrote. "It was clear that the division needed firm discipline and intensive training. I was not certain that Allen or Roosevelt had the inner toughness to impose the discipline and training or the willingness to take orders from and play on the same team with higher command." From then on, Allen was a marked man.

Immediately after the victory in Tunisia, Bradley, now commanding II Corps, wrote that an "inexplicable rumor spread like wildfire that those divisions that had fought in Tunisia had 'done their share' and would be returned to the States. For them, 'the war was over.'" The "rebellion" was centered primarily in Allen's 1st Division and in MG Lucian K. Truscott Jr.'s 3rd Division. Whereas Truscott took proper disciplinary and leadership measures, according to Bradley, Allen let the situation get completely out of hand. After Big Red One soldiers assaulted rear area troops in Oran, touching off widespread rioting, Eisenhower became so furious that he ordered Bradley to expel the 1st Division from the city. Bradley considered "the second battle of Oran" inexcusable and further evidence that the 1st Division's chain of command needed an overhaul. Bradley wrote, "Terry Allen was not fit to command, and I was de-



Right, prominent Turkish officers and officials spend the day with MG Allen (seated at right) in North Africa. Below, landing craft unload soldiers, vehicles and fuel cans at Gela during the start of the amphibious invasion of Sicily in July 1943.



National Archives

termined to remove him and Teddy Roosevelt from the division." The Big Red One, despite its combat record, "was piratical at heart."

Yet Patton at the time had no intention of replacing Allen, whom he admired as a pure fighter. Though Patton felt that Allen's division lacked discipline, the Big Red One was "good in the fight." When the Seventh Army commander heard that Eisenhower was contemplating recommending Allen to command a corps in the United States, Patton requested Allen's retention in command "at least until the initial phase of the operation is consummated" because of the "critical nature" of the invasion and Allen's "experience as a combat leader."

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*COL Cole C. **Kingseed**, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.*

Despite Patton's outward su port of Allen, he began taking harder look at him as plannir for Operation Husky, the inv sion of Sicily, intensified. On Ju 5, about one month before t amphibious landings on Sici Patton recorded in his diary th Allen "thinks that the 1st Div sion is the only unit in the show

Regarding Roosevelt, Patt wrote, "The 1st Division is ba on its feet and so is Terry. Ted [Roosevelt] is a problem, but think [he] should have the 1st D vision when Allen goes. He w need a strong No. 2 as he is we on discipline but a brave ar fairly good fighter." Three wee later, Patton remarked that Roosevelt was "weak on dis pline and training but a fine battle leader. … There are t few." The press concurred. "Ted Roosevelt is perhaps t only man I've ever met who was born to combat," wro veteran war correspondent Quentin Reynolds. And s when the 1st Division hit the beach in Sicily, Allen a Roosevelt were still in command.

Operation Husky

The 1st Division landed at Gela on July 10, 1943. The d following the amphibious assault, a heavy German cou terattack by the *Hermann Goering* Division almost pen trated Allen's front, but with inspired leadership, Allen a Roosevelt were able to hold off the enemy. By mid-afte noon on July 11, the front stabilized, but the fighting h

een fierce. Patton ordered an imme-
iate attack. As the division moved
ito Sicily's interior, both Bradley and
atton began to express great displea-
ure at the pace of the advance. Up
ne hill and down another, the Big
ed One fought until after three weeks
f continuous fighting in mountainous
rrain, Allen stood on the outskirts of
oina in Sicily's central mountains.

Allen hoped that, with luck, the
ermans would continue their retreat
Messina, and Bradley's headquar-
rs confirmed his expectation in its
test intelligence estimate. On July 29,
llen's intelligence officer agreed, not-
g, "Germans are very tired, little
mmo, many casualties, morale low."
addition, II Corps reported, "Indica-
ons are Troina lightly held." The ma-
r problem was that both the corps
d division intelligence estimates
ere wrong. The Germans were skill-
lly trading space for time—time for
nior commanders to extricate most
their forces to the Italian mainland.



U.S. Army

MG Allen (left) and LTG Bradley study a map during the Sicily campaign. Bradley's disapproval of Allen's independent streak and lack of discipline led to his dismissal.

adley had already notified Allen that he intended to re-
ace the 1st Division on the line with the 9th Division, but
len reminded his officers of "our moral obligation to cap-
re Troina before being relieved."

Despite the intelligence estimates, Troina proved a tough
t to crack. The battle consumed the first six days of Au-
st. "Hills were won and lost, won again and lost again,"
litzer Prize-winning author Rick Atkinson writes in *The*
y of Battle: The War in Sicily and Italy, 1943–1944. Valor
one would not capture Troina, and Allen ordered a full-
ale assault. The 1st Division did not so much capture
oina as the Germans voluntarily withdrew on August
6. The Germans suffered 1,600 casualties, but they were
nfident that they had impeded the American advance for
week. Allen's casualties were severe as well, totaling 500
diers. Eisenhower's personal representative, MG John P.
cas, said, "Troina was the toughest battle Americans
ve fought since World War I, and there were very few in
t war which were its equal."

Within days, the American casualty toll became higher
d three telegrams from Bradley's headquarters arrived at
len's command post. The first two relieved Allen as com-
nding general of the 1st Division and Roosevelt as assis-
t commander. The third announced Allen's successor,
G Clarence R. Huebner, a "Fighting First" veteran who
d commanded a regiment in World War I.

Relief from Command

Seventy years after Allen's relief from command, Bradley's
e intentions remain obscure. Allen had proven a pugna-
us fighter in both North Africa and Sicily, but Bradley re-
sented Allen's weakness as a disciplinarian and his inability to consider himself a team player. The same characteristics that Bradley found so abhorrent in Patton's leadership style were identical to those he now found in Allen. As II Corps commander, Bradley could do nothing with Patton, his boss in Seventh Army, but he could address his differences with Allen.

Since North Africa, Bradley considered Allen "temperamental, disdainful" and "too full of self-pity and pride." Sicily did nothing to change Bradley's mind. In his posthumously published autobiography, *A General's Life*, Bradley noted, "Under Allen, the 1st Division had become increasingly temperamental, disdainful of both regulations and senior commands. It thought itself exempted from the need for discipline by virtue of its months on the line. And it believed itself to be the only division carrying its fair share of the war." Bradley continued, "He [Allen] attempted to operate much as he had in the past, as an undisciplined, independent army, unresponsive to my wishes—or in some cases, orders."

Following the capture of Troina, Bradley informed Eisenhower that the 1st Division was "battle weary. I suspect that it is more Terry [Allen] and Ted [Roosevelt] than it is the division as a whole." Seemingly lost to Bradley was the fact that the Big Red One had been in continuous contact for the better part of one month. In any event, the telegrams announcing the decision to relieve Allen and Roosevelt went out.

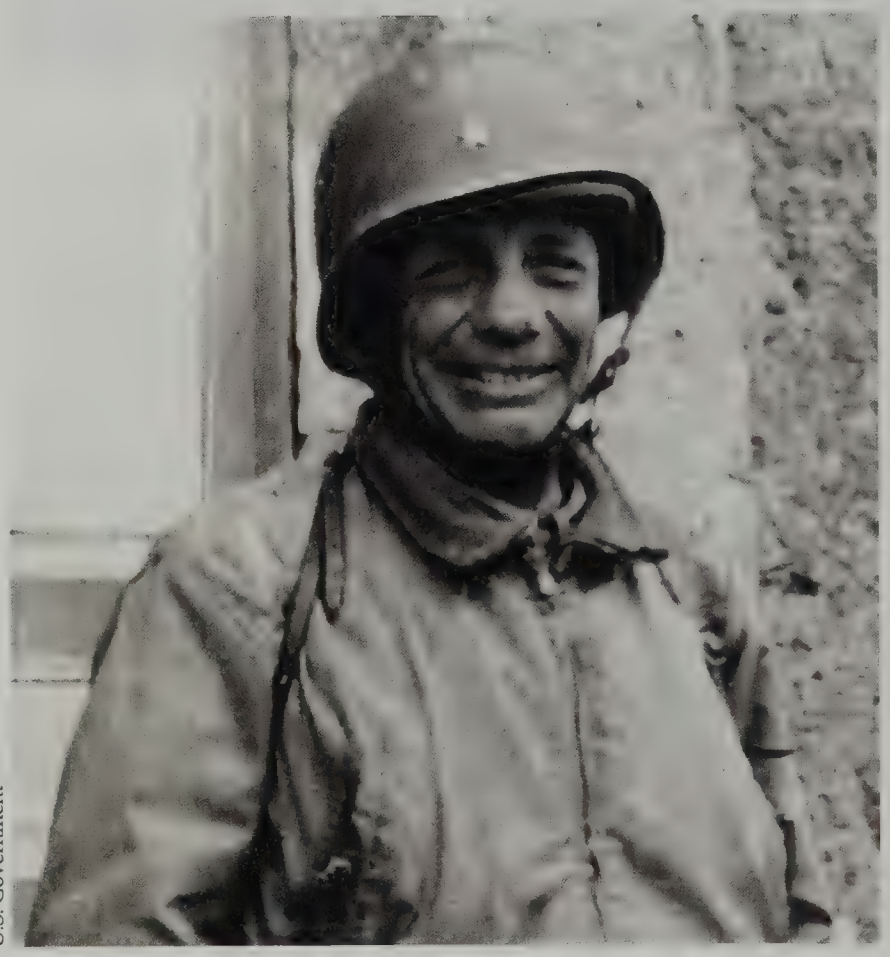
Patton Acquiesces

Patton supported Bradley in his decision to relieve Allen, not because he believed that the action was justified, but



United Press International

Right, LTG George S. Patton Jr. (right) and MG Allen survey the terrain near El Guettar, Tunisia. Below, 1st Division assistant commander BG Theodore Roosevelt Jr. was relieved of command along with MG Allen but later led an assault at Utah Beach.



U.S. Government

because he felt obligated to support one of his corps commanders who presented him with a command issue that demanded his immediate action. Still, Patton's actions are more difficult to decipher than Bradley's. Patton and Allen were longtime friends from the cavalry days, and Patton had been especially pleased by Allen's handling of the 1st Division in the fighting in North Africa and at Gela, even though the commanders frequently were at odds over tactics. According to Patton biographer Carlo D'Este, Patton always seemed to overreact when he and Allen came into contact. Despite their friendship, "it was inevitable that these two charismatic and iron-willed men would clash."

In spite of their previous relationship, Patton, like Bradley, was appalled at the lack of discipline in the Big Red One and often criticized what he considered Allen's slow pace of ac vance. In both North Africa and Sicily, Patton resorted to an means to urge his subordinate commanders to accelerat their attacks, including profanity and humiliation. In this re gard, Allen was not the exception, but the rule. During th campaign in Sicily, 3rd Division commander MG Trusco also endured Patton's wrath on more than one occasion ove a series of amphibious operations that Patton ordered so h could beat Gen. Bernard L. Montgomery to Messina. Patto admired Truscott as much as he did Allen.

Patton never established a reputation for relieving subo dinate commanders. Then why did he support Bradley Perhaps because both Patton and Bradley were cognizan that MG Huebner, whom they both admired, was no available for reassignment. During World War I, Huebn served in the Big Red One and was widely known as a iron disciplinarian as well as a superb combat officer.

Patton made some effort to ameliorate Bradley's decisio When informed that Bradley intended to relieve Allen in th middle of the campaign, Patton suggested that Bradley dela the announcement of both Allen's and Roosevelt's reliefs un til after the 1st Division was relieved by the 9th Division. Pa ton then attempted to soften the blow by ensuring the reli was "without prejudice." Bradley reluctantly acquiesced.

To his credit, Bradley assumed full accountability fo Allen's relief. In *A General's Life*, Bradley stated categor cally, "Responsibility for the relief of Terry Allen was mir and mine alone. Patton merely concurred."

Allen and Roosevelt Continue to Serve

The relief came as a severe blow to Allen and Rooseve but to their credit, both officers continued to serve the cou try and the Army with honor and courage. BG Clift Andru Allen's chief of artillery, recalled, "Terry read the thing [o der relieving him from command], said nothing for a whil and then burst into tears like a high-strung schoolgirl. came as a terrible shock." True soldier that he was, Allen a

pted his fate and returned to the nited States for reassignment. He re- rned to Europe in the fall of 1944 in ommand of the 104th Division and d it in combat with brilliance and dis- nction.

Roosevelt was equally distraught. dding farewell to the 26th Infantry at he had commanded in World War he wept. Never one to mince words, oosevelt wrote Bradley, "Brad, we t along a helluva lot better with the rauts up front than we do with your eople back here in the rear." Eisen- ower attempted to soften the blow appointing Roosevelt liaison offi- r to the French forces in Fifth Army. ter, as a supernumerary general of- er in the 4th Division, Roosevelt, no was 55 at the time, would land in ormandy among the leading assault aves. For conspicuous gallantry un- r fire at Utah Beach, Roosevelt was sthumously awarded the Medal of onor. Bradley next selected Roosevelt as commander of e troubled 90th Division, but Roosevelt suffered a fatal art attack before assuming command.



United Press International

MG Terry continued to serve after his relief from command of the 1st Infantry Division. His wife and son met the commander of the 104th Infantry Division in New York when his soldiers returned from fighting in Germany in July 1945.

The View from History

Bradley later claimed that he had no alternative but to re- ve Allen. In his initial autobiography, *A Soldier's Story*, adley wrote that he decided to separate Allen from the 1st vision "to save Allen both from himself and from his bril- nt record and to save the division from the heady effects too much success. ... Only in this way could I hope to eserve the extraordinary value of that division's experi- ce in the Mediterranean war, an experience that would be incalculable value in the Normandy attack."

t does seem clear that even had Patton not concurred, en's days in Bradley's command were numbered. As the ior American land commander for Operation Overlord, th no one to answer to except Eisenhower, Bradley most tainly would have never permitted Allen to command the asion force that struck Omaha Beach.

The evidence, however, does not support Bradley's time e. Bradley had made his decision long before the 1st Di- ion attacked Troina. Though he later wrote Allen an ex- ordinarily laudatory efficiency report in which he ex- ed Allen for his well-planned, well-executed attacks that d obtained decisive results, Bradley later claimed that en had "flubbed badly" at Troina. As in the past, "the ole division had assumed Allen's cavalier attitude. I per- ally took over the tactical planning."

Not surprisingly, Bradley's actions did not sit well with rank and file of the division who had fought with Allen l Roosevelt from Oran through Tunisia and then from a to Troina. CPT Joe Dawson, who served as Roosevelt's aide in North Africa and later as a regimental liaison officer in Sicily, captured the sentiment of the individual G.I. when he wrote on August 6, "Terry [Allen] left tonight, and with him went a record unequaled by any general officer in the divisions of the U.S. Army. We've been through a lot and we all feel keenly sad about his going, though it is to a higher post of duty. I should like to be with him." Dawson added, "It is a mark of great credit to him that we have always delivered in the pinches and have lived up to our creed, 'No mission too difficult; no sacrifice too great.' "

In the final analysis, relief of a subordinate commander is always a prerogative of a senior commander. Was Allen's relief justified? Allen, then and now, has many supporters who think not. Biographer Gerald Astor refuted all of Bradley's allegations of combat fatigue and lack of discipline in *Terrible Terry Allen: Combat General of World War II—The Life of an American Soldier*; so did H. Paul Jeffers in his biography of Roosevelt, *Theodore Roosevelt Jr.: The Life of a War Hero*. Both biographers, however, remarked that Allen and Roosevelt were rugged individualists who often found themselves in conflict with senior headquarters.

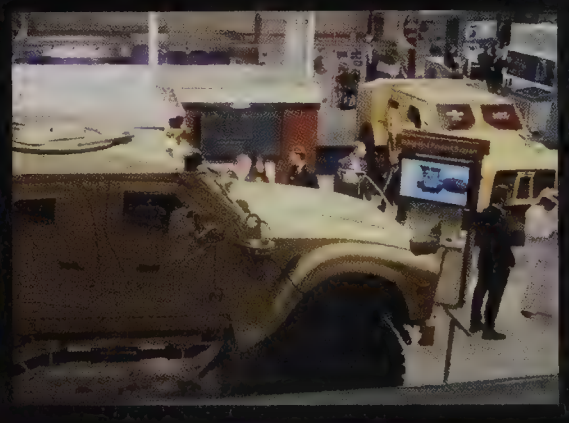
Warranted or not, from Bradley's perspective, Allen's relief was long overdue. As II Corps commander, Bradley exercised his authority to take whatever action necessary to improve the readiness of his command. Having lost confidence in Allen's ability to command, subordinate himself to the corps' mission and participate willingly as part of a combination, Bradley took the only action he felt he could. In his mind, both Terry Allen and Teddy Roosevelt "had sinned by loving the division too much." Putting sentiment aside, even with 70 years' hindsight, it is difficult to say Bradley was wrong. ★

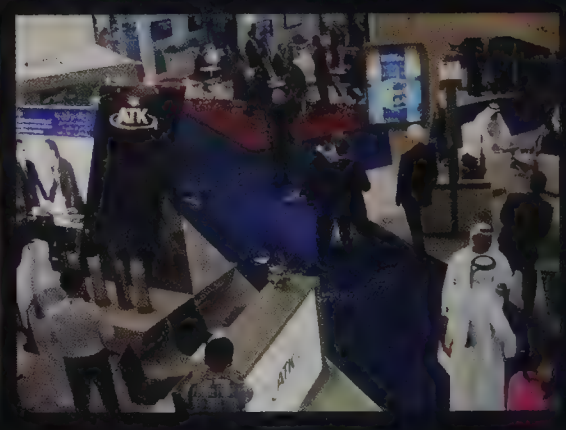
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The Lima Army Tank Plant

By Scott R. Gourley



When most people hear the term *national treasure,* they don't ordinarily visualize 1.6 million square feet of industrial complexes dating back to World War II, but Army Materiel Command's industrial base, including the Joint Systems Manufacturing Center (JSMC) in Lima, Ohio, has been described as a national treasure.

The JSMC is a government owned/contractor operated facility sitting on 370 acres. It is owned by the Army and operated by General Dynamics (GD).

"When the facility was activated back in 1941, it was



The world's largest coordinate measuring machine, a General Dynamics investment originally intended to inspect the expeditionary fighting vehicle hulls, is now used to inspect every product at the Joint Systems Manufacturing Center. Shown here is one of the final Light Armored Vehicle-25 turrets for the Saudi Arabian National Guard program.

referred to as the Lima Tank Depot," said Keith Deters, director of plant operations for GD. "Combat vehicles were upgraded and renovated. There were 5,000 employees, mostly women because many men were fighting in the war." The facility then went into storage for a few years before the Korean War brought a small amount of production, upgrades and renovations.

One milestone was the August 1976 decision that the Lima facility would be the place for production of what was then called the XM-1 Tank.

"That was the first prototype Abrams tank, which then turned into the Abrams battle tank," Deters said. "We were called the Lima Army Tank Plant from that time until 2004, when the Army changed the name to the Joint Systems Manufacturing Center. We thought that was very appropriate because we were doing work for other branches, including the U.S. Marine Corps and the U.S. Navy, which we continue to do."

The Army began preparing the facility for the Abrams in 1978, and the first tank was delivered in February 1980. Today's Abrams efforts focus on foreign military sales activities and converting M1A1 vehicles to M1A2 System Enhancement Package Version 2. "We have not stopped building the Abrams battle tank since 1978," Deters sai "but in 2001, we made a conscious decision to diversify th work that was being done at this facility." Of the 13 vehicl built in August, a handful are going to the Army while th remainder are going to Saudi Arabia.

While the foundation of activity is still establishe around the Abrams, the facility also supports wo on Strykers, the Israeli Namer armored personn carrier, small quantities of the turret and shell for the Mk 4 Naval Gun System, and the recent conclusion of Ligh Armored Vehicle (LAV)-25 turrets for the Saudi Arabia National Guard. In the case of Strykers, Deters said wo focuses on manufacturing the upper structure for the do ble-V hull vehicles.

Along with the LAV-25 turrets, other recently conclude JSMC activities include 1,265 capsule bodies for Coug MRAP vehicles; Abrams tank urban survivability kit armo and various protection kits for Stryker vehicles. In additio early prototype work on both the Army's Future Comb Systems and the Marine Corps' expeditionary fighting veh cle was concluded when those programs were cancelled June 2009 and January 2011, respectively.

At the peak of recent production activities, the GD wor force at JSMC had grown to approximately 1,220. Subs quent work reductions dropped that number to its curre size of 477, plus about 85 U.S. government employees.

"We have full capabilities with state-of-the-art plate pr cessing, including laser cutting, water jet cutting, oxy fu cutting and plasma cutting," Deters said. "We can cut ar thickness of material. We have some of the best welders yo will find in the country and most likely in the world. W have all the infrastructure here to assemble very heavy co bat vehicles on our assembly lines and in our machining ce ters. We also have state-of-the-art inspection equipment."

In some of the welding areas, Deters observed that son congressional technology funding had recently been fo lowed by GD investments in appurtenance welding cap bilities based on friction welding, whereby downward h draulic force and rotational action plasticize the met material and create a weld. The technology can be used f long-seam welding or for the installation of mounting har ware to the armor plate.

JSMC hand-welding operations are facilitated throug the use of rollover fixtures that position component or hu seams in the optimal position for the welder. Other past G capital investments are also evident in robotic cells, whe current activities include robotic welding on the lead lo rate initial production vehicle for the Israeli Namer pr gram. "When investments are made here, whether they a by the Marine Corps, GD or the Army, we are able to u those investments for different products," Deters said.

As he explained that JSMC "has not built a new [Abram hull since the mid-1990s and has not built a new turret sin about 2000," he pointed to the myriad modifications bei performed on the former M1A1 tank structures that arri for conversion from Anniston Army Depot, Ala.

Scott R. Gourley, a freelance writer, is a contributing editor to ARMY.

fter machining, the hulls are blasted with shot to remove most of the rust. They are fin-ıed with a hand wand, then primed d painted in less than 24 hours. ext, the painted hulls enter one of o parallel assembly lines of approxi-ıtely 15 stations each—the other be-g a turret assembly line—where they e moved toward hull/turret mating d installation of track. The tanks en move to final test and acceptance; ceive final wash and painting; have ck torqued, decals installed, and n and glass taped; and are driven aight onto rail cars on a siding that ns inside one of the JSMC buildings. eters said that the interior rail line ovides benefits when loading the mpleted tanks and serves as an ex-lent transition for snow-covered lls that might arrive from Anniston ring the winter months.



New 120 mm cannon tubes from Watervliet Arsenal, N.Y., are prepared for installation on the turret line.

Speculating on future opportunities JSMC, he noted that the Army ould like to see the Abrams in use til 2050, a life cycle that includes "a plan around the 8–19 time frame to do some major renovations. They are led ECP1 [Engineering Change Proposal-1] tanks. We see t as an opportunity for some work here. They are also king at a replacement for the M113 with a medium-cked combat vehicle, and GD will be in that competition. ain, that's a program that has to stay funded, but we feel have designed and developed a great vehicle for that mpetition, which would give us an opportunity to do that rk here."

GD has also done structural prototypes at JSMC for another competitive Army program, the ground combat vehicle. "GD is in that competition today," Deters said.

Emphasizing the joint nature of the facility, he added that the Marine Corps, after cancelling the expeditionary fighting vehicle (EFV), is now looking at a program called amphibious combat vehicle. "A couple of months ago, we delivered a prototype," he concluded. "It is a different vehicle from the EFV—a lower-cost vehicle. We are in a competition for that and we will continue pursuing that work.

"I think what sets us apart from any other ground combat vehicle production facility in the United States is that we are a full-spectrum manufacturing facility," Deters said. "We can bring any type of material in one door—armor steel, every kind of aluminum alloy, high hard armor materials, composites—and drive finished vehicles out the other." ★



The rail line (far left) allows finished vehicles to be loaded indoors for shipment.

Chickamauga the Battle

Text and Photographs
By Dennis Steele
Senior Staff Writer

The Battle of Chickamauga flashed into a white-hot clash on September 19, 1863, following engagements in eastern and central Tennessee and northern Mississippi that caused the withdrawal of the Confederate Army of Tennessee (renamed from the Army of Mississippi) under GEN Braxton Bragg to Chattanooga, Tenn. Bragg was forced to make a further withdrawal into northwest Georgia after the Union's Army of the Cumberland, under MG William S. Rosecrans, crossed the Tennessee River below Chattanooga, flanking Bragg's primary line of defense.

Chattanooga was a strategic prize. Union forces needed it as a transportation hub and supply center for the planned campaign into Georgia. The South needed the North not to have it.

At LaFayette, Ga., about 26 miles south of Chattanooga, Bragg received reinforcements. After preliminary fights to stop Rosecrans, he crossed Chickamauga Creek to check the Union advance.

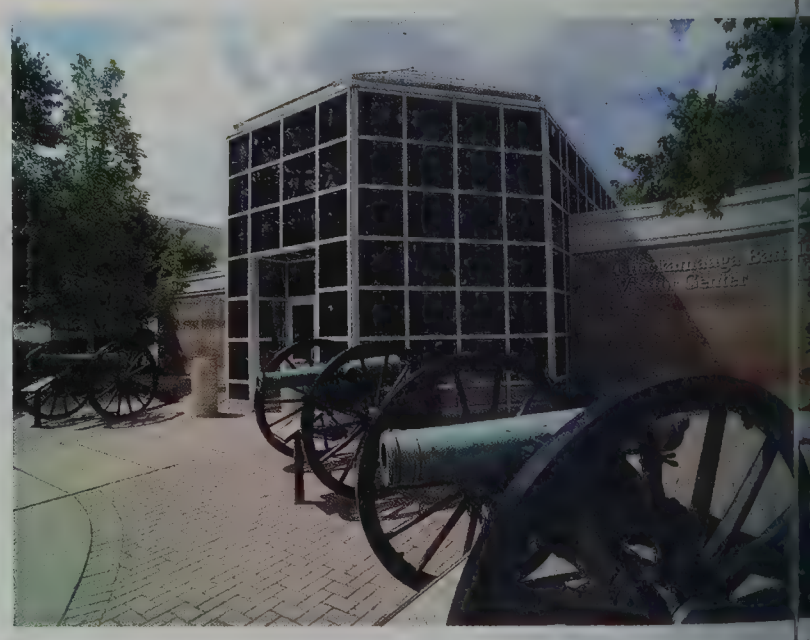
In two days of bloody fighting, Bragg gained a tactical victory over Rosecrans at Chickamauga, driving the Army of the Cumberland from the battlefield. The stage was set for Bragg to lose the strategic campaign for Chattanooga, however, as he failed to pursue the retreating Union force, allowing it to withdraw into Chattanooga behind a heroic rear-guard stand by a force assembled from the disarray by MG George H. Thomas.

The Battle of Chickamauga is cited as the last major Southern victory of the Civil War in the Western Theater. It bled both armies. Although official records are sketchy in part, estimates put Northern casualties at around 16,200 and Southern casualties at around 18,000.

Demoralized by the loss at Chickamauga, unable to stop Confederate cavalry sorties that choked Union supply lines into Chattanooga and unsuccessful in driving away Confederates from heights overlooking the city, Rosecrans was relieved of command by MG Ulysses S. Grant.

Strongly derided by subordinate commanders for his failure to seize the opportunity to destroy the Union Army during its retreat from Chickamauga, Bragg remained in command largely because of his friendship with the Confederate president, Jefferson Davis. Enduring continuing losses in the months following Chickamauga, however, Bragg would lose Chattanooga entirely and open the Union's gateway to Georgia. ★

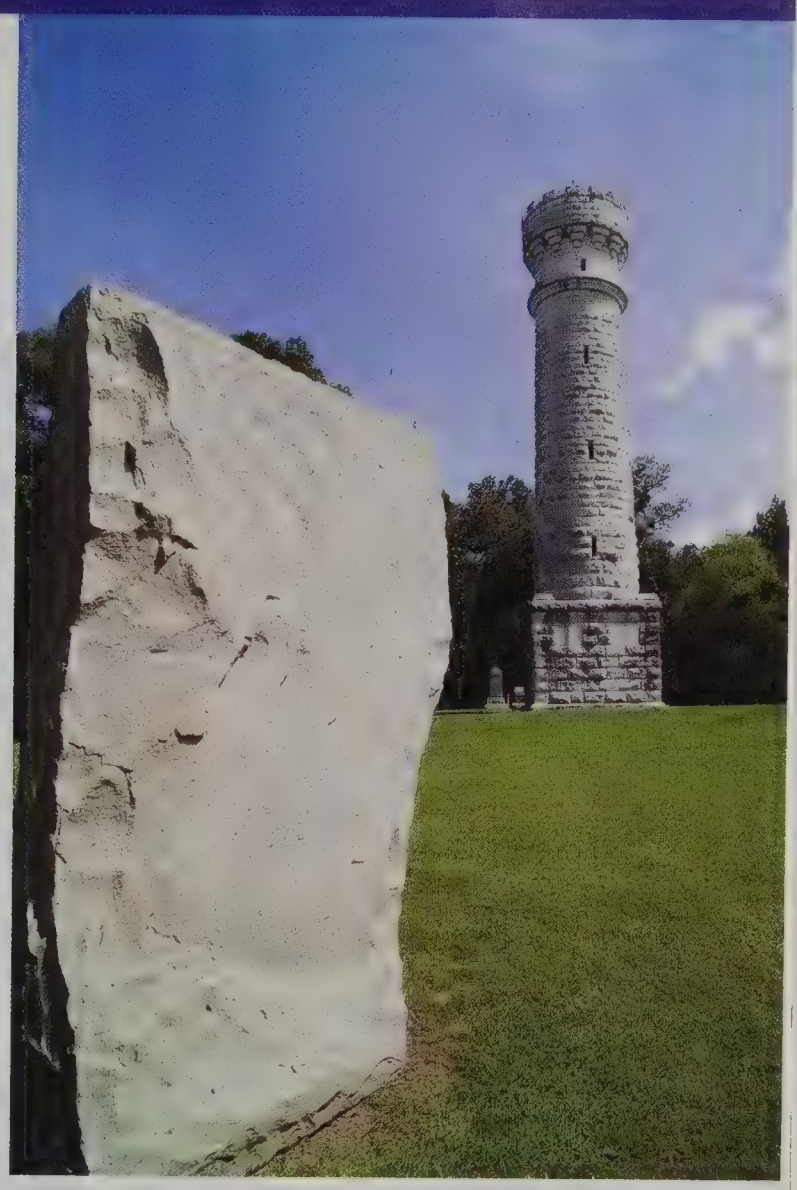




On the Chickamauga Battlefield portion of Chickamauga a Chattanooga National Military Park: above, the 10th Wiscon Infantry Monument and the Chickamauga Battlefield Visi Center. Opposite page, clockwise from top left: the rec structed Brotherton Cabin, past which the Confederates tacked on September 20, 1863, piercing a gap in the Uni lines and breaking two divisions; the monument commemo ing the gallant defense by COL John T. Wilder's brigade, wh covered the Union withdrawal; a fence line across the bat field; a silhouette of the Georgia Monument; and the grave PVT John Ingraham, a Georgia volunteer who fell in battle.

hattanooga the Prize





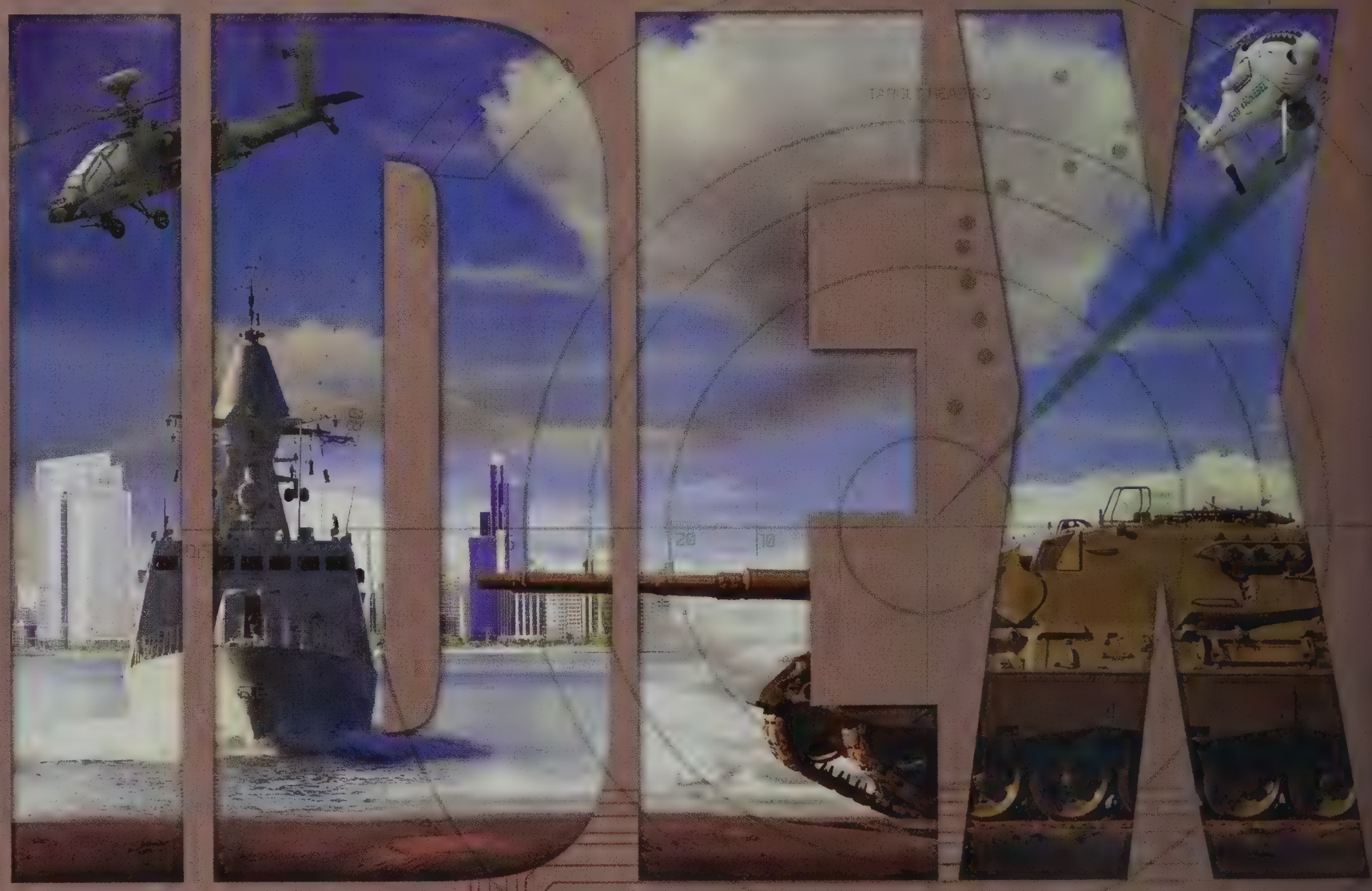






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From: Company Commanders

Leading in Fiscally Lean Times

The fiscal constraints on the Army are real and are not go- g away anytime soon. Budgets have decreased, yet we still ve soldiers to train, leaders to develop, families to care for d enemies to defeat. The fiscal problem is national, but r leadership challenges are local. As commanders, we ed to influence the things we can in order to achieve the ost bang for the buck. This month, we share some ideas how to reduce spending and prevent waste while still ining, developing, maintaining and operating day-to-day.

CPT Shawn Bennett

CDR, Fwd. Spt. Co., 27th EN BN (CBT)(ABN)

The MRT, also known as the "free parts warehouse," is an tstanding way to save money. The free parts warehouse ovides a list of repair parts, BII and tools that are available e to the first unit to submit a request. The list I received m the Fort Bragg MRT contains more than 26,000 lines items available from all continental U.S. MRTs. I have ed the MRT to replace nearly $30,000 worth of BII for my mpany's vehicles, and my maintenance warrant officers ve resourced more than $50,000 worth of repair parts d service kits. The MRT is a great operation and very mple to use. The only cost to the government is for ship- g and the labor of civilian employees. All parts, BII and ls have been turned in as excess and in serviceable con- on. A way to help this program is to turn in your own ex- ss equipment found in containers and motor pools.

CPT Joyce Louden

Past CDR, 189th MP CO, 525th MP BN

second Shawn's encouragement to turn in your excess ms. For the love of the budget, open all your connexes! mp them out and then organize, clean, refurbish and use at you have before going out and buying more. If widget s broken one way, and widget B is broken another way, nnibalize them for parts and use them to make widgets D and E work before deciding, "I need to purchase a en new widgets."

We can also find ways to cut spending on office supplies. ve toner by reducing the quality on your printers and by king and heating your old cartridges to reclaim another hundred pages' worth. Make your copies double-sided. your battalion commander if everyone at the meeting lly needs all 150 slides.

Don't waste ammunition. Turning in unused ammo is a pain, so either forecast more accurately or do all the turn-in paperwork, but stop firing ammo in three-round bursts at the end of the day without a training purpose, just to expend it.

Frugality has never been rewarded in today's Army. Imagine if we wrote great OER bullets like "Saved x amount of dollars through fiscal responsibility in supply, parts and command supply discipline."

CPT Paolo Sica

Past CDR, C/2-112 IN, 56th SBCT, 28th ID

"Spend, spend, spend; we'll get more!" remains an unfortunate and common end-of-year exhortation in some organizations (although it is more indicative of poor planning and inefficiency than of abuse). OER bullets for fund managers proclaim "100 percent execution of annual funding program," and "grow back" (money returned at the end of the FY) remains anathema.

Leaders must incentivize the specific behaviors they wish to elicit with systems and checks. GFEBS, one such system, is in place and may assist us in our transformative change from a spend culture to a cost culture, perhaps eventually tying costs incurred to actual benefits achieved.

What's unmentioned amid contemporary references to "good stewardship" is the presupposition of a concern for the common good. For an Army emerging from long wars of attrition in some of the most corrupt places on earth, stewardship may be a concept worth integrating into our Army values.

LTC Paul Maxwell

Past CDR, M/3/2 ACR (Light)

Anyone with more than 15 years of service knows what life in an Army without money is like. Parts for equipment are deferred until the new FY, individual tools in toolboxes are accounted for and users are held responsible if they are lost, and training-OPTEMPO miles are tracked to the mile. At the company level, leaders hold individuals responsible for their equipment. Army equipment, even if labeled Class IX, is not free. If a Soldier loses something through negligence, then it is his or her responsibility to replace it—not the Army's. This was a commonly accepted practice not too long ago.

A powerful tool for commanders is the commander's exception report. The ULLS-G and ULLS-S4 used to generate



CPT Shawn Bennett has saved approximately $80,000 for his unit by obtaining free parts through his post's materiel reutilization team.

a report that required the company commander's signature for any item costing more than a predetermined dollar amount (usually $100). This gave the commander visibility and the ability to veto each purchase. With the changes to the system and the fact that the ULLS-G box is now located in the FSC, that report may no longer be under the company commander's influence. The FSC commander ma now have that role for the entire battalion. If that is the cas then the FSC can provide those reports to a company cor mander so he or she can hold subordinates' feet to the fi for their actions. In the end, no system will work if the of cers and senior NCOs don't feel personally responsible f the stewardship of government funds and property.

CPT Kevin Rice

Past CDR, HHB/2-18 FA and HHB/75th Fires BDE

The ideas aren't new. We simply need to return to o practices.

Anyone who tells you to order all of your shortages is pa of the problem. Battery and company commanders need do a real assessment of their equipment readiness. Do your equipment have to meet 10/20 standards or is FM acceptable? Do you have to have everything on hand complete your mission? The answer is no. I have heard instances, however, when battery commanders have bee told they will be held responsible if there are any shortag during inventories. It does not make sense. Commande should sign their shortage memos every month as to wh they are not ordering certain shortages, specifically citi the national budget deficit and being good stewards of ta payer dollars.

The other ludicrous practice is that once brigades an battalions get dollars, they have to be "x percent execute per quarter. If not, their budgets get cut. That makes no nancial sense whatsoever! Why is it that the system pu ishes fiscal responsibility? This problem is above us, course, at the national level, but we can inform our repr sentatives in Congress of policies that punish financ stewardship in the military.

CompanyCommand Glossary

ABN: airborne
ACR: armored cavalry regiment
AD: armored division
AIT: advanced individual training
BCT: brigade combat team
BDE: brigade
BII: basic issue item
BN: battalion
CBT: combat
CCTT: close combat tactical trainer
CDR: commander
CJCS: Chairman, Joint Chiefs of Staff
Class IX: repair parts and components
Connex: large metal cargo container used for shipping supplies
CSA: Chief of Staff of the Army
DA: Department of the Army
EN: engineer
FA: field artillery
FMC: fully mission capable
FSC: forward support company
FY: fiscal year
GFEBS: General Fund Enterprise Business System
HHB: headquarters and headquarters battery
HHD: headquarters and headquarters detachment
JRTC: Joint Readiness Training Center
MP: military police
MRT: materiel reutilization team
OER: officer evaluation report
OPTEMPO: operational tempo
PLL: prescribed load list
PSG: platoon sergeant
SBCT: Stryker brigade combat team
SMA: Sergeant Major of the Army
S-6: communications officer
TTP: tactics, techniques and procedures
ULLS-G: Unit Level Logistics System-Ground
ULLS-S4: Unit Level Logistics System-S4 Module

Chaplain (MAJ) Douglas Ochner

442nd Signal BN

n the past, at the close of each fiscal year, unit budgets re spent down by purchasing unneeded, "nice-to-have" igs. Since that is no longer the fiscal reality we live under, iew mind-set of rewarding wise spending needs to take d. I would like to see our elected leaders not simply make s but also demonstrate how to be good stewards. I don't ik that is going to happen, so grassroots efforts may be way to go. What if companies and battalions rewarded se who squeezed blood out of turnips? I remember that en I was in Korea, the Air Force rewarded folks who found ys to save money by refurbishing or reusing equipment. e money that was saved went to quality-of-life upgrades. ybe in our case, the money saved could be mentioned in oldier's or leader's evaluation, award, etc. I see this as an portunity to teach and reinforce important values.

CPT Michael Wallet

Past CDR, HHD/15th Financial Management Company

Speaking from a G-8 perspective, the only advice I give commanders is to treat your budget as you would treat ir own checkbook. You wouldn't go to the grocery store ry week and buy milk if you already had two gallons at ne, so why do supply sergeants continue to regularly or- supplies? Don't think that your budget is such a drop in bucket that it doesn't matter if you save the government 000 this year. If every company could cut back a little bit, savings to the Army would be huge.

he culture of thinking, "You have to spend x amount of ars or else we will not get x amount of dollars next quar- or fiscal year" still exists, but it is slowly starting to change. ceived an above-center-of-mass OER with a narrative t commended me for executing only 85 percent of my get, saving the U.S. government x amount of money.

> I look forward to more effective training that probably can be done cheaper. I also look forward to working in an organization that reduces waste and preserves our nation's wealth better.
>
> **—CPT Patrick Snyder**

GFEBS was fielded to change the Army into a cost-culture organization, but it also was fielded to answer DoD's mandate to become audit ready. GFEBS is a beast, and the system alone will not allow commands to save money. It provides them with the tools to conduct an analysis on what has been spent in the past; it's a cost-capturing tool that enables us to see how much it costs to operate a Table VIII qualification or a deployment to the JRTC.

CPT Micah Klein

CDR, C/58th Transportation BN

A great way to reduce waste is to prohibit "flash fires"—those range exercises in which we fire off all the ammo we drew and didn't use in training. The reasons for expending all the ammo are that we're afraid we won't get as much of it next time, and our 89Bs [ammunition specialists] don't want to take the time and effort to turn in the ammo at the ammunition supply point. Ammo costs have gone through the roof within the past two years, yet so many units continue to waste ammunition. As commanders, we need to ensure that we're being good stewards of the taxpayers' money, and turning in ammo is an easy way to cut costs. Will it take a little bit of extra time and effort? Yes, but it's totally worth it.



Chaplain (MAJ) Douglas Ochner (center) views the budget crisis "as an opportunity to teach and reinforce important values."



CPT Michael Wallet (right) encourages commanders to treat their budgets as they would treat their own checkbooks. At left is then-1SG (now CSM) Johnny M. Valdez.

A Current Platoon Leader

Saving money at our level, my PSG and I have used our installation's CCTT a lot to develop our platoon's coordination. Unfortunately, we rarely can use the CCTT alone as a platoon. We know what we need to train on. In recent field training and gunnery, my PSG and I noticed that we are pulling more information from our tank commanders than we would like. We need them to push information and recommendations to us so we don't have to keep asking.

My PSG and I are working on a free way to train. We just returned from our post's golf course. Lacking the money required to lay on land or ammo (including training rounds and miles), drive our tanks out of the motor pool, schedule transportation, or order new parts, we thought it would be wise to rent golf carts and use a set of personal walkie-talkies to develop communication skills within our platoon. Maneuvering on golf carts would still provide us the opportunity to feel the coordination we need between vehicles to be effective. We shared our idea with the assistant to the manager of the golf course, and we're waiting to hear back from the manager.

CPT Patrick Snyder
Past CDR, E/5-52 AD

The only TTP I have is to make use of digital forms and print only what I need. When I counsel subordinates, I don't feel that I need a hard copy of DA Form 4856 in front of me. I keep an electronic version up on the computer to refer to during the counseling, and then I digitally sign it and send it to the Soldier. I maintain my counseling records electronically. Our S-6 set up all of our computers with external hard drives that back up weekly, so I am comfortable with the risk of a crash. Electronic record keeping saves time, money and drawer space in my hanging files. The big thing that we can influence at the company level is command supply discipline. Have property hand-receipted down to its users, and hold soldiers accountable for maintaining the items.

Resources:
Small Unit Leader's Guide to: the Command Supply Discipline Program (CALL Handbook No. 10-19, January 2010)

The Command Supply Discipline Program and Property Accountability Knowledge Center, https://ako.us.army.mil/suite/page/670916 (account required for some information), is a virtual one-stop location that provides the training and tools needed to invigorate a culture of stewardship throughout our formations.

The things that I cannot influence yet still concern me a the end-of-fiscal-year fiascos that I have seen over the pa 15 years. Examples include: "dumpex" at the range (firing the ammunition in order to preserve your allotment for ne year), throwing away good food and destroying furnitu



CPT Joyce Louden, shown here at the National Urban League Conference.



CPT Paolo Sica (center) believes that "leaders must incentivize the specific behaviors they wish to elicit" and suggests that the concept of stewardship be integrated into the Army values.

der orders) before we toss it into a stake bed truck. I 't know how much of an impact these activities have on Army's budget, or DoD's at large, but I would really like ee our senior leadership address this specific aspect of yearly problem. If the CJCS, CSA, SMA and others ld say, "We all know about these practices, and we d to stop them," it would help start a culture change, ch is what I think the Army (and DoD) need to become e fiscally responsible.

LTC Scott Shaw

rmer CDR, A/2-14 IN and HHC/2nd BCT, 10th Mountain Div.

vas sitting in a brief to a four-star general recently, and stated something that I think is very important to our p. He said (and I paraphrase) that he went through a ar cut in training funds after the Gulf War when he was nior captain/junior major. In those days, he had more to train what he wanted to train—low-level, junior NCO-raining—vice having to train on what others wanted. His sage to us is that we need to stop looking at what's go-on in Congress and on the DA staff and instead focus ur units and on what we can do with what we have.

rsonally, I look forward to less expensive training that unior leaders can use to train our Soldiers. For too long, ave strived for more expensive training aids in the e of better and better training, spending more money more staff and commander effort) when the result was nuch more than it could have been.

on't doubt that company-level efforts like clean sweeps ntorying connexes], property accountability, BII/PLL untability and spending accountability will help our . They will, but we should also understand that our se-

nior leaders are on board as well; the recycling programs, emphasis on supply and maintenance discipline, and emphasis on training management say so.

Are you a currently commissioned officer who wants to engage in conversations like this one on how to lead your company-level team more effectively? Join your forum at http://CC.army.mil.



Soldier Armed

M-ATV Update

By Scott R. Gourley

With its operational service contributions quickly and clearly established in combat theater, the MRAP-All-Terrain Vehicle (M-ATV) is being prepared to expand its role in future U.S. Army operations.

"The M-ATV was procured specifically for the restrictive terrain in Afghanistan. They needed enhanced survivability for soldiers so that they could maneuver through that terrain," said LTC Kevin Geisbert, U.S. Army Product Manager for the M-ATV.

The International Security Assistance Force (ISAF) Regional Command (RC)-East and RC-North present different environments from RC-Southwest, he said. "The first two are mountainous, with four seasons, while the Southwest is basically a desert. The M-ATV has been deployed in all of those locations, where it has enhanced both mobility and survivability for all formations in all services."

The Joint Program Office procured 8,731 M-ATVs to support operations by all services in Afghanistan, with a little more than 6,000 of those vehicles procured for the Army, LTC Geisbert said.

"Shortly after the vehicles were produced and fielded, soldiers requested additional levels of survivability, resulting in an Underbody Improvement Kit [UIK]," he said. "I was deployed to Afghanistan for the majority of the UIK upgrade effort. It was a testimony to the great cooperation among warfighters turning in their vehicles, the people who managed their vehicle fleets, government personnel who supervised the effort, and upgrade that was actually executed by several of our industry partners."

The fleet UIK upgrade effort was completed this past June, when the final kits were applied to approximately 325 M-ATV platforms fielded to U.S. Special Operations Command elements.

While the vehicle continues to perform well in Afghanistan, the focus in LTC Geisbert's office has become the Capability Set (CS) 13 integration, first deployed to Afghanistan this year with the 4th Brigade, 10th Mountain Division, and on planning for CS 14.

Outlining transitional efforts toward CS 14 fielding, he said, "The general scheme of maneuver is that we have trucks 'retrograding' out of OEF [Operation Enduring Freedom], and essentially they will go through a multi-phase process."

The process begins with the removal of all radios and wires as the vehicles leave Afghanistan, putting them in so-called "slick" configuration. They then go to Red River Army Depot, Texas, r vehicular reset. From there they go either the U.S. Navy's Space and Na Warfare Systems Command (SP WAR) in South Carolina or Fort Bli Texas, where they will have their ra kits reinstalled. Then they receive th CS 14 integration kits before shipm to a fielding site where the CS 14 e items will "marry up" with the vehi and fielding will occur.

"That fielding starts in the first p of calendar year 2014, and there approximately 10–12 units that will receiving those upgraded vehicle LTC Geisbert said.

With the preponderance of the my's M-ATVs located at Fort Bli LTC Geisbert pointed to a decisi made in early fiscal year 2013 to est lish a continental United States U upgrade facility at that location.

"We chose Fort Bliss because of proximity to the NIEs [Network In gration Evaluations] and a high den of M-ATVs at that location," he sa "Each predeployment training equ



The MRAP All-Terrain Vehicle (M-ATV), here integrated with the Underbody Improvement Kit, is configured to adapt to various missions. The vehicle can mount surveillance equipment, and its speed and mobility provide increased security.



A soldier from 3rd Brigade Combat Team, 10th Mountain Division, boards an M-ATV equipped with Capability Set 13 network equipment during the brigade's weeklong Spartan Peak field exercise in March at Fort Drum, N.Y.

nt fleet in the continental United es was brought there so that we ld do the upgrade. What we want o now is capitalize on that large- sity fleet down there by establish- a capability set integration facility. CS 14 integration will be able to be e not only at SPAWAR, but also at Bliss. The main effort is at SPA- R, and it is a supporting effort at Bliss, but at some point we envi- getting half done at each location."

long with preparing vehicles to ive integration kits, LTC Geisbert the reset process at Red River y Depot will focus on the low rate al production (LRIP) 22 configura-

The last trucks that rolled off the luction line were LRIP 22. The last hose were built in September ," he said. "That is a perfectly ca- e truck that has performed well in . It has the most capability out of ne LRIPs. So back in June, I went e ASA (ALT) [Assistant Secretary e Army for Acquisition, Logistics Technology] and requested a figuration lock' with the LRIP 22 cle."

bsequent approval of that request ns that any returning "slick" M-ATV that lacks all of the engineering change proposals (ECPs) of the LRIP 22 package will have those changes applied at Red River Army Depot.

"A truck will get 10/20 maintenance plus new paint at Red River. Then they will go through and check the quality assurance plan to see what ECPs have not been applied. So, for example, if a UIK wasn't applied, it would be applied at Red River. They also had things [in LRIP 22] like a transmission control module reflash that gave it more horsepower, so they could also implement that at Red River. Other handles, brackets and things like that would also get added to bring the truck to configuration before it goes onward to get CS 14," LTC Geisbert said.

"Right now, we're working on CS 14, but we certainly talk about planning for CS 15 and CS 16," he said.

Plans call for the Army to have 886 "key leader" M-ATVs—integrating Point of Presence and Soldier Network Extension network subsystems—to be integrated through all of the capability set processes.

With the M-ATV seen by many as a bridging solution until the Joint Light Tactical Vehicles can be fielded in sufficient quantities, enduring Army requirements will keep some additional M-ATVs without the key leader capability set network integration. Those vehicles will likely be employed in a range of roles like convoy protection.

"That fielding schedule is yet to be published, but they are working it," LTC Geisbert said. "There will be some M-ATVs for things like institutional training, and some will be placed into wartime reserve fleets."

Asked for a message to warfighters who might not have experience with the M-ATV, LTC Geisbert replied, "I would want them to know that this is a really good truck that's highly survivable with great mobility, and it serves as the network carrier for the foreseeable future.

"The other thing I would like them to know is that the folks in the office—our engineers, logisticians, contract management experts, their counterparts in industry at Oshkosh Defense and other contractors—strive for excellence on a continual basis. Some of them do know and some of them don't know what it's like to be a soldier, but I can assure you that they all care about giving their absolute best for our warfighters." ★

AUSA Sustaining Member Profile

Brighton Cromwell, LLC

Corporate Structure—Founded 2002. President and CEO: Rob Van Etten. COO: Glenn Van Etten. Headquarters: 111 Canfield Ave., Building C-1-10, Randolph, NJ 07869. Telephone: 973-252-4100. Website: www.brightoncromwell.com.

Brighton Cromwell, LLC is a certified, small-business supply chain integrator providing procurement, logistics and kitting services in support of numerous military platforms to DoD, international militaries and prime contractors. The company has established relationships with numerous manufacturers, leading industrial supply companies and original equipment manufacturers (OEMs) to successfully manage thousands of contracts sourcing aftermarket parts, kitting solutions and equipment for a variety of tactical military vehicles, aircraft and naval systems. It maintains ISO 9001:2008-quality management certification, and it is certified to the SAE Aerospace Standard AS9120 for aviation, space and defense distributors.

Headquartered in Randolph, N.J., Brighton Cromwell (BC) has 50 employees and operates distribution from two warehouses in Randolph and Mine Hill, N.J., totaling 40,000 square feet to accommodate growth. The company has been recognized as one of the fastest-growing defense and technology companies in the country over the past decade, building a reputation as a reliable military supply chain partner capable of finding almost any part and delivering it almost anywhere in the world. BC's corporate culture encourages employees to continuously perfect the form and functionality of the technology and services used by the company to strengthen the capabilities of the U.S. warfighter.



Responding to the shift in U.S. defense spending away from new weapons system development to sustainment and upgrades of existing tactical military equipment, BC has become expert in creating maintenance and overhaul kits to efficiently manage fleet upgrades and repairs. The company has established relationships with important OEMs to ensure the delivery of genuine authorized parts, allowing it to provide highly competitive prices through its direct-buying capabilities.

BC won its first contract to provide kits to support routine maintenance of tactical vehicles in 2004 and, in September 2010, won another contract with the Defense Logistics Agency (DLA) Land Attachment to deliver more than 9,000 additional kits. To meet the aggressive delivery timeline, BC oversaw management of 31 subkits and components and implemented a plan to reduce stock-outs and cut production time in half. BC then implemented this plan across its entire organization and doubled its shipment capabilities without adding significant infrastructure. Today, the company is the largest supplier of kits to the DLA Land Attachment and one of only three authorized military parts distributors for AM General, manufacturer of the Humvee.

Determined to carve out a niche for BC, the company's leaders sought to develop advanced technology for contract management and sourcing in the industry that would give them a competitive advantage far above other supply chain integrators. To that end, BC invested in the development of proprietary supply chain management software to streamline and manage every step of the procurement cycle. A team of talented programmers was brought on to design SEDNA, which features a bid management and sourcing system that analyzes hundreds of ordering activities and catalogues parts from more than 4,000 suppliers. SEDNA features patent-pending sourcing technology that enables BC to quickly and accurately source routine and hard-to-find military parts. Using performance-based metrics to ensure the highest level of support, SEDNA delivers inventory management, parts sourcing and acquisition, distribution, material forecasting, obsolescence management, and quality control, and it provides the best value in logistics and contract management for America's warfighter. BC now supplies sourcing and procurement services to nine of the top 25 defense contractors in the world.

BC also recently introduced its new wholly owned subsidiary, Govbuy.com, which this year will launch the largest commercial online marketplace for federal, state and local governments as well as tax-exempt entities such as colleges, universities and hospitals. Govbuy.com will offer a comprehensive selection of tools and supplies across multiple product categories, offering more than four million stock-keeping units (unique items) and dozens of distribution centers throughout the country.

BC is recognized among the fastest-growing technology companies in New Jersey (No. 1 in 2009 and No. 5 in 2010, *NJBIZ*); is listed on Deloitte's Technology Fast 500 (2009 and 2010); and is listed in *Entrepreneur* Magazine's Hot 100 (2008), placing 21st on the list of fastest-growing government contractors in America. The company also has been named in the Inc. 5000 (2008–2010).

Reviews

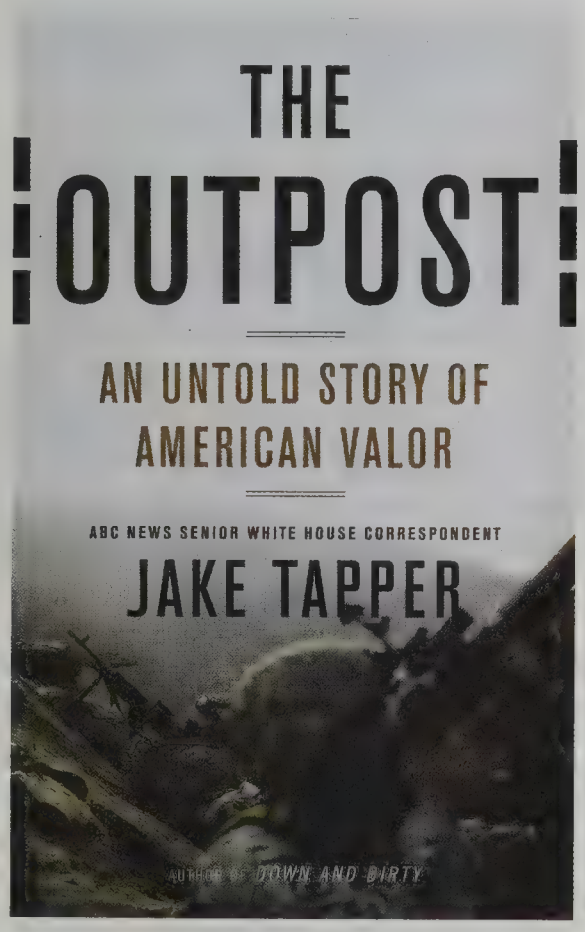
Riveting Account of a Compelling War Story

ıe Outpost: An Untold Story of American Valor. *Jake Tapper. Little, Brown and Company. 688 pages; black-and-white photographs; glossary; index; maps; notes and sourcing; $29.99. Publisher's website: www.littlebrown.com.*

By COL Gregory Fontenot
U.S. Army retired

Telling a war story soon after the fact . is hard to do. Those who were there en feel as though the author fails to the story justice, while those who ere not may not fully understand nat they read unless the writer is ite good. After all, Oliver Wendell olmes Jr. claimed that war was an "in-mmunicable experience." Holmes' sertion is mistaken, however, as for-er ABC News correspondent Jake pper demonstrates in *The Outpost*. He ows how to tell a story and has re-unted this war story well. This book is eting. Tapper has an objective point view. He is candid about how he feels t has the integrity to consider that the nclusions he reaches are neither the ly ones possible nor the only ones t are right.

This book tells the tale of an isolated, mpany-sized American base in a v-lying bowl formed by several ountains near the village of Kam-sh in northeast Afghanistan. In the nmer of 2006, then-COL John (Mick) cholson, commanding the 3rd Bri-de of the 10th Mountain Division, dered a series of outposts estab-ned. Combat Outpost (COP) Keating s one of them. The base was named nonor of 1LT Benjamin Keating, who d nearby. (He was posthumously omoted to the rank of captain.) out three years later, on October 3, 9, the enemy—more than 300 fight-composed of Taliban forces and a nagerie of others, perhaps including echens—assaulted COP Keating l nearby Observation Post (OP) sche. The platoon at OP Fritsche, lo-cated on a ridge to provide watch over Keating, repulsed the enemy, but the main attack at COP Keating was much stronger. It breached the defenses along the stretch of the perimeter ineffectually defended by an Afghan National Army platoon and nearly overran the remainder of B Troop, 3rd Squadron, 61st Cavalry Regiment. B Troop prevailed after a horrific, day-long fight. They needed plenty of help, including mortars, 15 tons of bombs,



and accurately delivered Apache fires. The troop commander, who happened to be away when the attack occurred, fought his way back with the relieving force from the 1st Battalion, 32nd Infantry. Although B Troop survived, the cost was high: Eight were killed and 22 were wounded.

"Do or die" was the rule at COP Keating that day. B Troop met the challenge. The soldiers at the outpost earned a slew of medals for gallantry, including Medals of Honor to SSG Ty M. Carter and former SSG Clinton L. Romesha.

Tapper tells the story of B Troop's epic fight clearly and with empathy. While the book ends with the story of the fight, he writes about much more than that. The narrative begins with COL Nicholson moving to gain control of Nuristan and Kunar provinces, in part by establishing outposts. The saga continues through the trials and tribulations of four different cavalry troops and their parent units. Tapper tells the story primarily from the perspective of the leaders and soldiers at the troop and platoon levels. That story line, however, is interwoven with the efforts—and, often, the thinking—at the battalion level. What commanders at brigade and higher were thinking and why they made the choices they did is not reported often.

This is a compelling story. It is told well and affords the reader a chance to see the problems inherent in fighting counterinsurgency with inadequate resources. Tapper's empathy for the soldiers and junior officers provides a view from more than one perspective. He makes it possible to feel the resentment of a private upon receiving his orders while seeing why platoon leaders and company commanders chose as they did. Doing so allows Tapper to embed the reader in the environment without intruding.

As strong and conscientious a writer as he is, however, Tapper falls prey to making overdrawn statements that amount to clichés about the military mind. His view of the Army, particularly what he calls the "military brain," is that the leadership is caught up in "inertia" and systemic thinking. This is true some of the time, but his analysis fails to fully account for the context in which commanders made decisions over time. If remaining at COP Keating longer than intended was a mistake, was it therefore also a mistake to occupy it in the first place? In the aftermath of an event like that which took place in October 2009, it is hard for the reader to see any of the previous choices dispassionately or

objectively. There is not enough evidence in the narrative to understand what merit the senior commanders in the area of operations saw in retaining COP Keating. Tapper also touches on the debate within the Army on the nature of counterinsurgency, but he misses the point. Counterinsurgency is not the obverse of a two-sided coin with "kinetic" operations on the reverse. Tapper can be forgiven for thinking this way, however, since so many soldiers seemed to view the problem the same way.

The only substantive criticism of Tapper's effort is that in his epilogue, he moves from empathy to sympathy. Tapper concludes that the troops who fought and died at COP Keating for some three years were inadequately supported and not well-served by the senior leadership—at least from the brigade level and up—but he does not really examine the strategic or operational context. Policy drives what soldiers in the field do. Brilliant tactical leadership will not overturn the consequences of flawed policy. For example, Tapper observes that GEN Stanley A. McChrystal's decision to delay closing COP Keating was driven by political considerations both in the United States and Afghanistan. This, he says, is a matter of realpolitik: "Realpolitik is not an ideal; it is … the absence of one." Maybe so, but political considerations are often paramount at the theater level and always at the national level.

Despite this criticism, *The Outpost* remains an enthralling and important account of what happened during the three years that U.S. and Afghan soldiers staffed COP Keating. Part of what makes this story so compelli is that it prompts one to wonder what happened at the base really ma ters, and thus whether Afghanist matters. This tale begs the questio Just what is the object of the war Afghanistan? To what end do soldie staff outposts like COP Keating? N matter what the answer, Tapper h contributed to understanding the w in Afghanistan from the point of vie of those who did the fighting.

***COL Gregory Fontenot**, USA Ret., co manded a tank battalion in Operati Desert Storm and an armor brigade Bosnia. A former director of the Sch of Advanced Military Studies and t University of Foreign Military and C tural Studies, he is coauthor of* C Point: The U.S. Army in Operati Iraqi Freedom.

When the Lamps Went Out in Europe

The Great War: A Combat History of the First World War. *Peter Hart. Oxford University Press. 544 pages; black-and-white photographs; index; maps; notes; $34.95. Publisher's website: www.oup.com.*

By Edward A. Mueller
U.S. Army retired

As the great powers moved toward war in 1914, British Foreign Secretary Sir Edward Grey said, "The lamps are going out all over Europe; we shall not see them lit again in our lifetime." Although the attribution of this famous metaphor has since come into question, its prophetic truth stands. The conflagration that was the Great War burned away old Europe and ignited fires that smolder today. With the recent passing of the Great War's last veterans and its approaching centenary, there has been renewed interest in World War I, with well-received popular histories like Adam Hochschild's *To End All Wars: A Story of Loyalty and Rebellion* being an example. The latest entry in this field is Peter Hart's *The Great War: A Combat History of the First World War*. Hart is the oral historian of the U.K.'s Imperial War Museum and author of several other books on the war.

This book is arranged in chronological order. Beginning with a prewar chapter, it then devotes one chapter per year to the Eastern and Western fronts. Other fronts, such as those in Italy and Mesopotamia, receive one chapter each. Similarly, the naval side of the war is given three chronological chapters. Coverage of the air war is intertwined with the chapters on the Western front and is told as a narrative that, for the most part, follows the careers of famous German aces Oswald Boelcke and Manfred von Richtofen (the Red Baron).

Although the book's subtitle contains the phrase "a combat history," it reads more like a strategic survey—at which it excels. Many general histories, for instance, address the period that led up to the war as some sort of mysterious madness. This work is one of the few that lays out the strategic calculus in Europe at the turn of the century, showing how Russian modernization was shifting the military balance against Germany. In response to this growing threat, German strategic thinking made a strong case for war. Given the general belief that a w was inevitable, it is really no myste that the events of 1914 led controllin factions in Imperial Germany to b lieve that going to war was more f vorable than working to continue th peace.

While similar histories seem to glo over the Eastern front by recountin the Russian disasters of Tanneberg ar the Masurian Lakes and then skippin to the Russian collapse in 1917, Har account of operations on the Russia front is exceptionally thorough. Mo significantly, he does not paint the Ru sians as stumbling incompetents fla ing against German genius. In doin so, he provides a most even-hande and complete picture of this theate Although the scale of the Eastern fro in World War II is better appreciate by general readers today than in th past, less well understood is that th Russian front in the Great War w equally massive—the winters were ju as brutal and the national effort i volved was every bit as supreme.

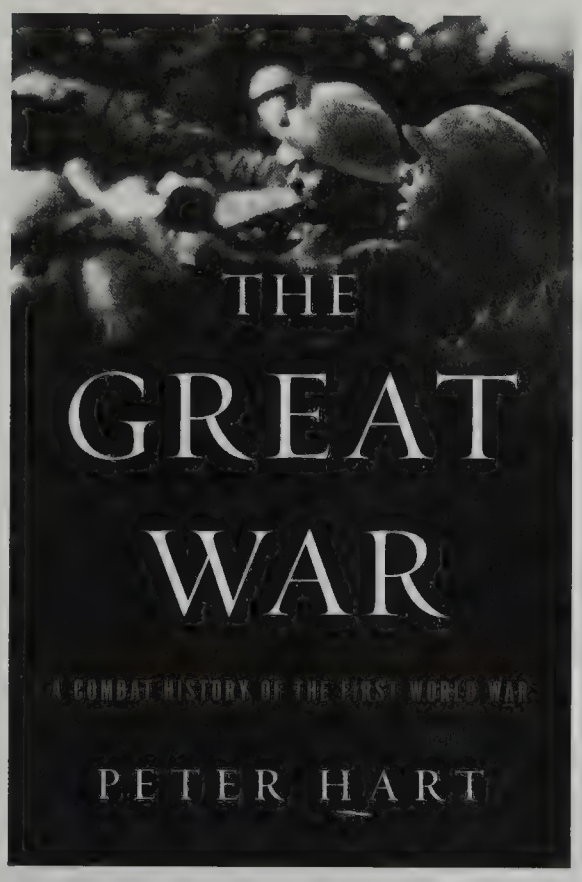
Hart shows how operational develo ments affected the larger war. Whi other histories mainly refer to the Rus ian withdrawal from the war in liter

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ns, this work goes beyond and
ws how the withdrawal under-
ied Allied assumptions that were
rating behind the conduct of the
. Up to that point, the war of attri-
was tipping inexorably in the Al-
favor. Hart ably shows how Aus-
might have been forced out of the
earlier had Russia not withdrawn
that even in the absence of some
or battlefield reverse, Germany
ply would have run out of man-
ver had it continued to bleed in the
t and West.

nother great strength of this history
is that it avoids the pitfall of keep-
score. Although written from a
ish point of view, it avoids declaring
ich side won the war, giving a re-
hingly even-handed account of the
rations of the major combatants. It
vers all the major events on land
sea in detail, going the extra step of
wing how costly the war continued
e even after the stalemate of the
ches had been broken. Along the
, Hart touches upon the signal mo-
nts of the Great War, which makes
an excellent primer for those new to
topic. Among these moments, the
der will find Vice Admiral Sir David
tty's "There seems to be something
ng with our bloody ships today!"
ervation during the Battle of Jutland;
d Marshal Sir Douglas Haig's April
1918, "backs to the wall" order,
ch defined British resolve in the face
ne German spring offensives; Quar-
naster Gen. Erich Ludendorff's
ck[est] day of the German Army in
history of this war" pronouncement,
alding the end of stalemate in the
t after the German defeat at Amiens
August 1918; and, for American
lers, the famous lament, "The Amer-
s kill everything!" of Lt. Kurt Hesse,
tant of the German 5th Grenadier
iment, referring to the Second Battle
ne Marne on July 15, 1918.

o the professional military reader,
ever, the author may seem out of
element when he departs from the
orical narrative and moves into
lysis. For instance, in his discus-
of the various armies at the outset
ne war, he declares that the Imper-



ial German Army was "professional." Technically speaking, this was not so. All of the major continental armies—including Imperial Germany's—were conscript forces. Which type of force was most appropriate was one of the great topics of debate at the time, especially in British military circles. That the Imperial German Army of 1914 was perhaps the most well-trained and best equipped, had the best general staff system, and followed an excellent doctrine are all defensible statements, and Hart sets these out well. Of the ground forces of the European powers in 1914, however, only the British Army could technically be classified as professional.

The book is sprinkled with firsthand accounts, perhaps drawing from Hart's experience as oral historian of the Imperial War Museum. At their best, these provide color and insight into the human side of the war. Unfortunately, when Hart attempts to generalize from these low-level anecdotes, things do not go very well. It is axiomatic that the lower one goes, the more chaotic the picture of warfare becomes. Therefore, it is problematic to draw final conclusions about high-level operations from front-line experiences.

For instance, Hart goes a long way to try to debunk the idea that the English II Corps fell back only to conform with the French on their right flank during the retreat from Mons in 1914. He describes this as "pure nonsense." He instead suggests that the British were less able than is generally believed, and that the Germans were tactically skillful and maneuvered II Corps out of position. To support this claim, he relates an anecdote of Capt. William Morritt of the 1st East Surrey Regiment, whose unit found itself isolated and surrounded, with blown bridges behind it, having not received the order to withdraw.

That such a withdrawal from a numerically superior enemy would entail significant operational risk and friction, especially in the days before effective tactical radio communications and at the lower levels, is a given. Thus, the difficulty of the British withdrawal in the face of overwhelming odds does not mean it was not successful. The main issue would seem to be whether one wished to declare that the English II Corps was defeated at some point during the operation, but that seems a small point in the scheme of things.

These minor points aside, if there is a major drawback to his book, it is that Hart is an apologist for British Lt. Gen. Sir Douglas Haig. As such, he loses no opportunity to justify the ways of field marshal to man, to paraphrase John Milton's high-minded purpose in *Paradise Lost*. This becomes intrusive at best and unconvincing at worst in this work. In his summary analyses, Hart repeatedly disparages the "sideshow" theaters of the Great War—Salonika, Palestine, Mesopotamia and the Dardanelles. In doing so, he uncritically apes the arguments of the Westerners—those who supported the primacy of the Western front—and fails to seriously consider contrary positions. Unfortunately, he goes beyond this and takes up a dismissive tone that undermines whatever analysis he brings to the table. He denigrates any in the British command or government who either opposed Haig or advocated for expanded action on other fronts, labeling them as meddlers or fools. At one point, he reductively suggests that anyone who endorsed an alternative to the slaughter on the Western front was simply looking for an easy way out of

the war. Late-war Prime Minister David Lloyd George receives special attention for opposing Haig. In Hart's version of *Paradise Lost*, Satan would likely be a Welsh politician. Ultimately, this entire approach seems to confuse outcomes with intentions and smacks of hindsight analysis.

This is all really too bad because the book stands very well without these forays and is definitely worth reading. The general history is first-class, and the anecdotal passages are very well done. Perhaps it is a sign of our contentious times or simply the state of discourse today that the Lucian model of history, which "calls a fig a fig and a spade a spade" and is written by historians who are "impartial judges, giving each side all it deserves," is no longer expected. Against this standard, Hart's book does at least achieve an admirable impartiality in its overall narrative, where many other texts on the Great War seem to falter, and it is at least honest in its departures. Perhaps this is all one can ask.

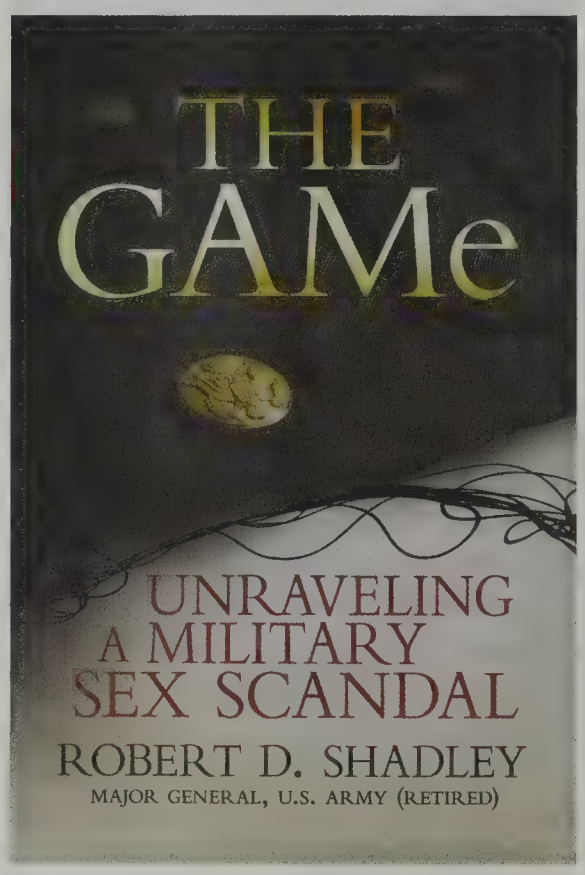
__Edward A. Mueller__, USA Ret., is a former managing editor of ARMY Magazine. He was an Armor officer, taught English at West Point, and is a graduate of the U.S. Army Command and General Staff College.

Varied Fare

The GAMe: Unraveling a Military Sex Scandal. *MG Robert D. Shadley, USA Ret. Beaver's Pond Press, Inc. 325 pages; photographs; list of principals; abbreviations and acronyms; terms, definitions and references; $24.95.*

"The drill sergeants met the buses as they rolled in, callously scouting which female members of the new class of trainees they would try to have sex with." So begins a book describing the so-called GAM—Game à la Military—also known simply as *playing the game*, a competitive sport in which senior male instructors exploited and sexually assaulted young women in their charge. The one who slept with the most trainees won. It was a power trip.

The author learned of this system of sexual harassment and assault when he took command of Aberdeen Proving Ground, Md., in 1996. Of course, he was appalled at the abuse of power by the drill sergeants. He immediately set out to stop it, to protect and help the victims, and to identify and prosecute the perpetrators. As he tried to fix the problem and prevent its recurrence, he learned that the GAM had occurred elsewhere in the Army. Because he learned of the problem on his watch, he was often blamed for it. He was surprised to witness damage control and reprimands and criticism of some of his efforts, but he persisted in doing the right thing with some Army support.



MG Shadley has thoroughly documented the unraveling of the sex scandal at Aberdeen. His extensive coverage includes accounts of courts-martial and meetings of the victims as they learned that they were pawns in the game.

The book is also a portrait of leadership in crisis. Anyone involved in Army training would find it instructive and useful to read this compelling and candid chronicle. The more MG Shadley learned, the more he realized how tolerance of such practices profoundly affects the quality of the force.

—Mary B. French

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s) *Mary Blake French*
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Historically Speaking

Missionary Ridge at 150

By BG John S. Brown
U.S. Army retired

November 25 marks the 150th anniversary of the Civil War's Battle of Missionary Ridge, the climactic event in the hard-fought Chattanooga Campaign. July's "Historically Speaking" flagged up the course and significance of the Gettysburg and Vicksburg campaigns. As fate would have it, on July 4, 1863—the very day that Confederate GEN Robert E. Lee retreated from Gettysburg and Confederate LTG John C. Pemberton surrendered Vicksburg—Confederate GEN Braxton Bragg retired to Chattanooga, Tenn., after having been outmaneuvered by Union MG William S. Rosecrans in the Tullahoma Campaign. Chattanooga was a vital river port and railroad junction athwart lines of communication running east to west and north to south. In Union hands, it would turn the Allegheny Mountains into a barrier and open the gates into Georgia and beyond.

MG Rosecrans' victory in the Tullahoma Campaign through central Tennessee was convincing but hardly flawless. It was marred by excessive periods of delay and procrastination between occasional bouts of movement and activity. After forcing GEN Bragg to withdraw from the Battle of Stones River, as discussed in January's "Historically Speaking," Rosecrans found one excuse after another not to advance until June 26, despite repeated admonitions to do so from Washington, D.C. Then, in nine days of artful maneuvering, Rosecrans turned Bragg's positions three times and sped more than 80 miles to the Tennessee River. Rosecrans followed these exploits by lapsing into another six weeks of preparation, procrastination a fulmination.

When MG Rosecrans did move early September, he skillfully brought his Arr of the Cumberland across the Tennessee Riv downstream from Chattanooga and turn on a broad front to threaten GEN Brag lines of communication to the south. Bra withdrew from Chattanooga and conce trated 20 miles farther south for a cou terblow. Opportunity presented itself to Bra when Rosecrans sent one corps into Chattanoo and forced the other two through passes 20 mil apart crossing the formidable spine of Lookout Mountai Confederate deception had convinced Rosecrans that Bra was in full retreat, and he pressed his widely separat subordinates to speed ahead with minimal reconnaissan and gaping holes in their cavalry screen. Bragg fumbl two opportunities to pick off fragments of Rosecrans' arm then concentrated to attack at Chickamauga, Ga., with considerable advantage.

Fighting along West Chickamauga Creek on Septemb 19 was confused and bloody as Bragg forced his way acro Rosecrans hustled in reinforcements, and units from bo sides lost orientation in the heavily wooded terrain. Figh ing on September 20 was dominated by the success troops under the command of Confederate LTG Jam Longstreet, who had brought in a reinforcing corps by r from Virginia in a brilliant strategic movement. Benefitin from Rosecrans' desperate shuffling to meet attacks els where, Longstreet struck the flanks three divisions marching in colum sweeping them away. Rosecrans ar two of his corps commanders, co vinced that the battle was lost, left t field, leaving orders to follow. M George H. Thomas, commander, XI Corps, gathered as many remainin Union soldiers as he could, stemme the rout and averted Union disast His gallant defense through the rest the day earned him the nickname t "Rock of Chickamauga." That nigh Thomas brought out his embattle forces in good order.

Defeated and now defeatist, Ros crans withdrew into Chattanoog Flush with success, Bragg invested hi there, effectively securing the su rounding high ground of Looko



Library of Congress

This drawing by Alfred R. Waud depicts the Battle of Missionary Ridge, Tenn.



Dennis Steele

Lookout Mountain overlooks Chattanooga, Tenn.

untain and Missionary Ridge. Siege ditions prevailed. The supply situa- became problematic, then desperate. illery horses starved. Union troops, on imal rations, became listless and dis- raged. President Abraham Lincoln in- ened. In search of energy and unified rt, he appointed MG Ulysses S. Grant verall commander between the Mis- ippi River and the Alleghenies. Lin- gave Grant his choice of local com- nder for Chattanooga, and he chose Thomas, who assumed command on ober 19. Grant arrived in Chattanooga October 23, and reinforcements—two os from the Army of the Potomac commanded by MG eph Hooker—had arrived as well.

homas resumed the offensive on October 26 and re- ed a sensible supply line to Chattanooga by October 28. Confederates still held the high ground, however. Grant ught in MG William T. Sherman with two more corps to Thomas and Hooker knock them off of it. On Novem- 23, Thomas seized two prominent hills in the shadow of sionary Ridge. On November 24, in an attack compli- ed by blinding fog, Hooker seized the defile between kout Mountain and the Tennessee River. This induced gg to withdraw his main line of resistance to heavily en- ched Missionary Ridge. An outcrop named Tunnel Hill hored his line on the north, and positions along Chat- ooga Creek secured approaches from the south.

Grant envisioned a double envelopment on November Sherman was to seize Tunnel Hill in the north; Hooker to force Chattanooga Creek from the south. They would roll up Missionary Ridge from both flanks while mas fixed the defenders in the center. Sherman's attack ered in the face of Confederate reinforcements and deter- ed resistance from well-considered positions. Hooker delayed by destroyed bridges and a difficult stream sing. Hoping to take pressure off of his embattled com- nders on the flanks, Grant ordered Thomas to attack the rest of three successive lines of trenches ascending the es of Missionary Ridge.

homas' sudden and improvised attack swept into the line of trenches readily enough. The Confederates de- ding the first line had difficulty getting away up the steep es without being shot and arrived at the second line in siderable disarray. Meanwhile, the successful Union at- ers chafed at taking punishment in their new positions, exposed to fire from the trench lines farther up the slope. Confederate artillery that had been ineffective targeting the first rush of the attackers was beginning to acquire their range. Many of the troops did not know they were supposed to stop at the first line. One officer responded to inquiry concerning where the advance was to halt with "I don't know, at hell, I expect." Skirmishers moved forward to deal with the incoming fire. Battalions followed. Color bearers led their own wedges of troops, the nearest man taking up the colors from a bearer who had fallen. Contingents cued on the movements and success of those alongside them. With little in the way of organization, the ragged Union line swept into the second line of entrenchments and then into the third. Astonished, Grant and Thomas observed an attack no one had ordered sweep over the crest of Missionary Ridge.

Missionary Ridge, like Omaha Beach, has become a metaphor for small-unit initiative and courage under fire. Once on the crest, senior leaders regained control and cleared the ridge to the left and right. Now downslope and in the open, Bragg's men fled. Bragg gathered his remnants and retired into Georgia. The Siege of Chattanooga was definitively broken and the Chattanooga Campaign concluded. Yet another gateway into the heart of the South lay open, and perhaps more importantly, Lincoln had found his man. In a few months' time, Grant would take over as general-in-chief of all Union armies. Sherman took over from Grant in the West and Thomas remained in command of the Army of the Cumberland. In ever-increasing concert, the full power of Union arms would be brought to bear on a disintegrating Confederacy. ★

Recommended Reading

Esposito, Vincent J., *The West Point Atlas of American Wars, Volume I: 1689–1900* (New York: Frederick A. Praeger, 1959)

McPherson, James, *Battle Cry of Freedom: The Civil War Era* (New York: Oxford University Press, 1988)

Williams, T. Harry, *Lincoln and His Generals* (New York: Gramercy Books, 2000)

***John S. Brown**, USA Ret., was chief of military history at the .S. Army Center of Military History from December 1998 to ctober 2005. He commanded the 2nd Battalion, 66th Armor, Iraq and Kuwait during the Gulf War and returned to uwait as commander of the 2nd Brigade, 1st Cavalry Divi- on, in 1995. Author of* Kevlar Legions: The Transforma- on of the U.S. Army, 1989–2005, *he has a doctorate in his- ry from Indiana University.*

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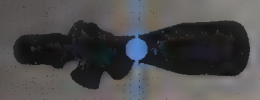
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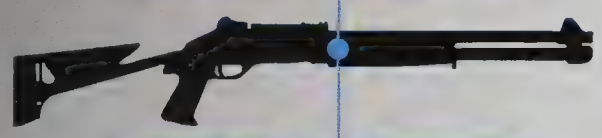
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Sako TRG M10
.308 Win/.300 Win Mag/.338 Lapua Mag



Beretta GLX160 A1
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Benelli M4
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Beretta PX4 Storm SD
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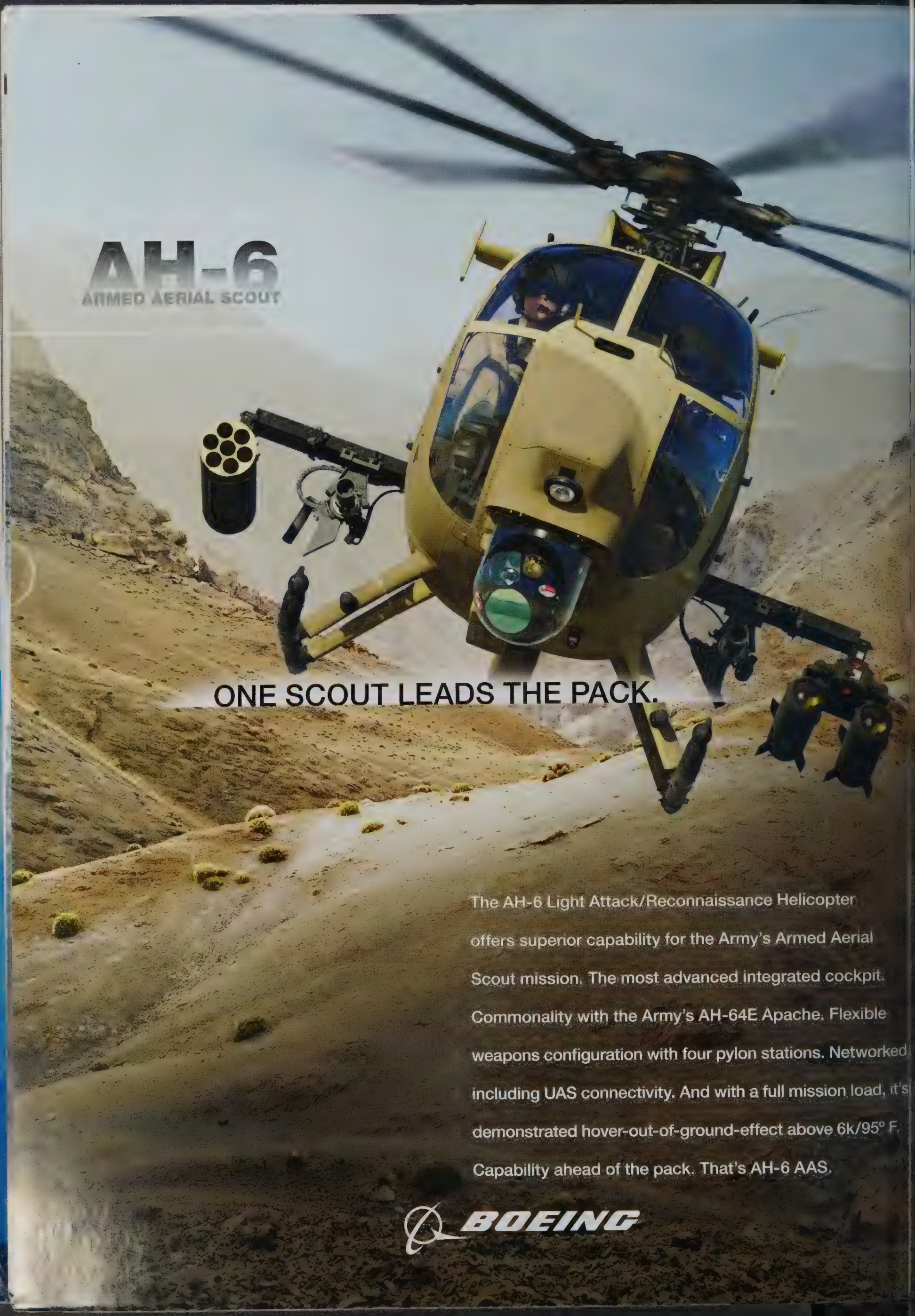
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FRONT & CENTER

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Becoming a Full Spectrum Army
By LTG James M. Dubik, USA Ret.
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Time for the Army to Remember What It's For
By Richard Hart Sinnreich
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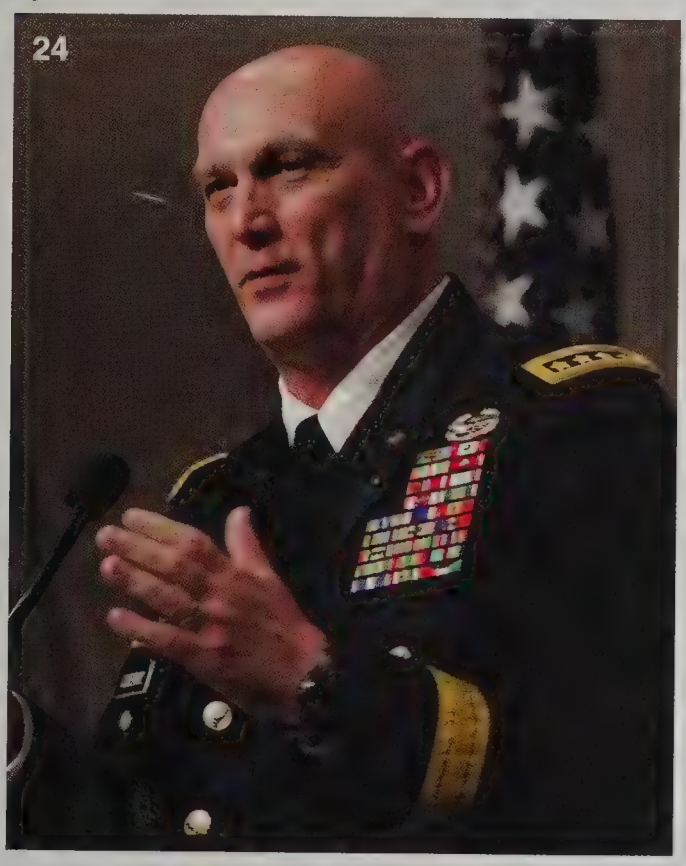
Help from an Unlikely Source
By MAJ John W. Davis, USAR Ret.
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y Captain Awarded Medal of Honor
arded the Medal of Honor during a White
ıse ceremony in October for his actions
ng the Battle of Ganjgal, former CPT William
ıwenson became the first Army officer since
Vietnam War to receive the country's highest
or for valor. ***Page 32***

FEATURES

2013 AUSA Annual Meeting and Exposition—The Army and the Budget Battle: Leaders Relay Dark Prospects at AUSA's Annual Meeting
By Dennis Steele



Secretary of the Army John M. McHugh, Army Chief of Staff GEN Raymond T. Odierno and other Army leaders spoke about the crippling effects of current and future funding on the Army's readiness and explained how they are trying to mitigate budget shortfalls. A fixation on technology could deflect focus from the Army and its future needs, former Secretary of Defense Robert M. Gates noted, but history repeatedly illustrates the need for a prepared and powerful land force. ***Page 24***

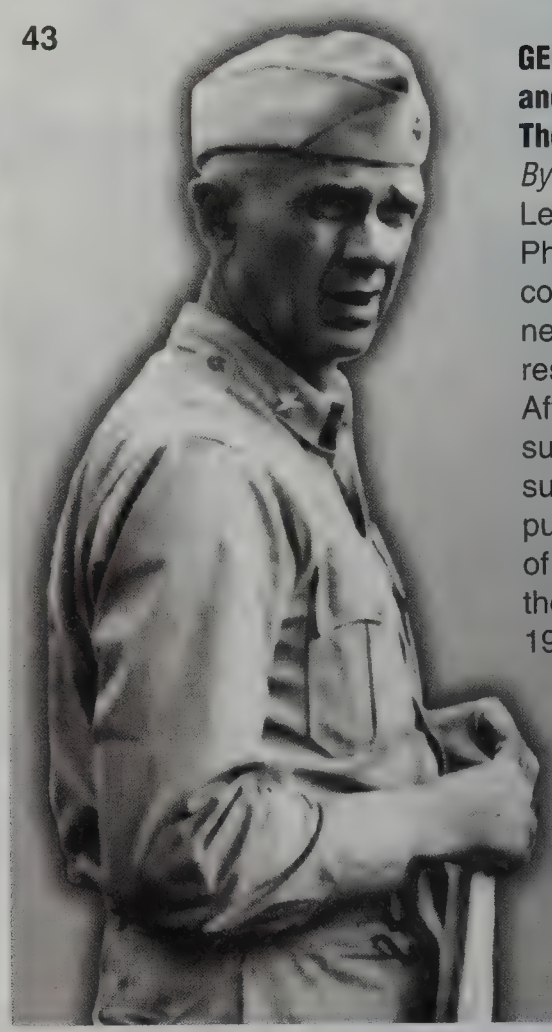


A Fight Worth Remembering: The Battle of the Bulge
By COL Kevin W. Farrell, USA Ret.
A conflict so vast and complex it challenges comprehension, the Battle of the Bulge in Belgium's Ardennes Forest demonstrated the U.S. Army's ability after five months of combat in Western Europe not only to withstand a German counterattack but also to turn the tide of World War II. ***Page 34***

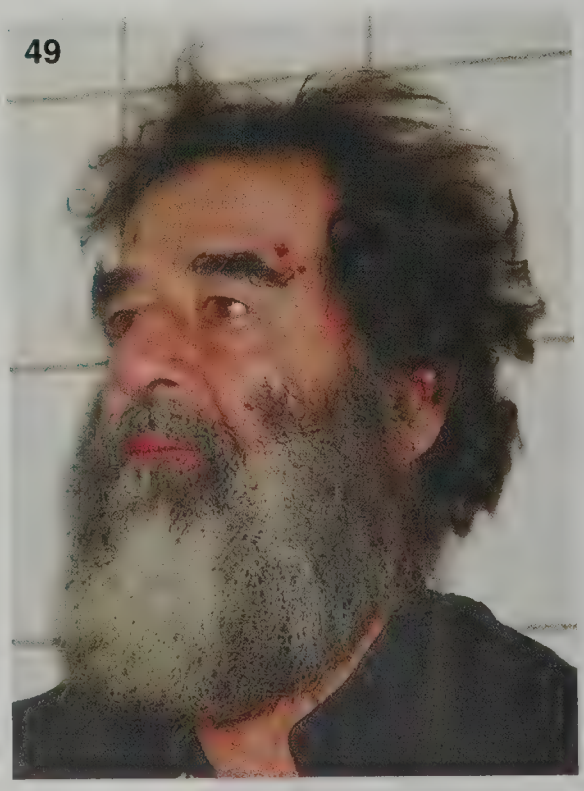
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Belgium
By MAJ John W. Davis, USAR Ret.
A trip to the pine forests and crossroads of the Belgian town of Bastogne helped one family comprehend the patience and dedication of the paratroopers of the 101st Airborne Division, who braved record snows and vicious winds to outlast a German siege during the Battle of the Bulge. ***Page 40***


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GEN MacArthur's Flawed Plans and BG Beebe's Dilemma: The Ambiguities of Command
By COL Stanley L. Falk, AUS Ret.
Lewis C. Beebe arrived in the Philippines as a lieutenant colonel in 1939 and spent the next three years juggling his responsibilities and his orders. After Japan forced the Allies to surrender the islands, he survived more than three punishing years as a prisoner of war and finally witnessed the Japanese surrender in 1945. ***Page 43***


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The Outpost: A Weapon of Mass Destruction
By LTG Daniel P. Bolger, USA Ret.
Ten years ago, the Army captured Iraqi dictator Saddam Hussein. He was hiding in a dirt "spider hole" near his hometown of Tikrit, Iraq.
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CompanyCommand: What NOT to Do as a Platoon Leader
Company-level officers discuss various pitfalls confronting platoon leaders, sharing their own past mistakes and what they learned from them as well as offering helpful advice.
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Letters

CSA Emails Entire Force on the Army's Strategic Priorities

The following message was sent in the form of an email to the entire force in October. In it, GEN Raymond T. Odierno, Chief of Staff of the Army, laid out his strategic priorities for the Army. To view the PDF file of GEN Odierno's priorities, visit http://goo.gl/NB2o5n. A reprint of his letter follows:

As your 38th Army Chief of Staff, I have visited with Soldiers serving around the world as well as at our installations across the United States. At every location our Soldiers, Civilians, and Family members have inspired me with their passion, courage, and commitment to each other, to our Army, and to the Nation.

Our Army serves in a period of dynamic uncertainty. International threats by both state and nonstate actors to America's national interests and those of our Allies and partners are in the headlines every day. The unpredictability so prominent in the contemporary security environment will almost certainly remain a characteristic of the future.

In this challenging environment t is essential that our Total Army—A tive Army, the Army National Gua and the U.S. Army Reserve—be rea to accomplish the range of military o erations we are directed to perfor Our leaders and the American pub rightly place their confidence in c professional competence and char ter, and they expect us to succeed.

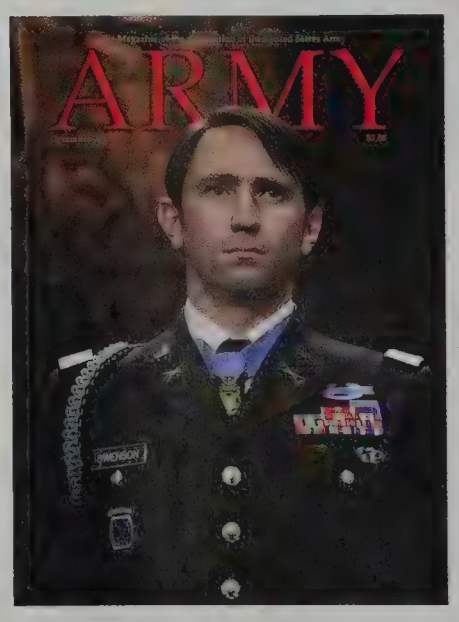
While we continue to support o Soldiers and Civilians who are harm's way around the world, we a making changes to our institutions a processes to ensure that we are ma mizing the limited resources availa to the Army. To communicate my tent for how the Army must move f ward, I am publishing here the follo ing five priorities:

- Adaptive Army Leaders fo Complex World.
- A Globally Responsive and gionally Engaged Army.
- A Ready and Modern Army.
- Soldiers Committed to Our Ar Profession.
- The Premier All-Volunteer Arm

These priorities are the basis for objectives outlined in the upcom

This Month's Cover

Former CPT William D. Swenson was awarded the Medal of Honor in October for his actions during the Battle of Ganjgal, Afghanistan, in September 2009. He is the first Army officer from operations in Iraq and Afghanistan to receive the nation's highest award for battlefield gallantry and the sixth living recipient. CPT Swenson was serving as an embedded trainer of, and mentor to, the Afghan National Security Forces with the 1st Battalion, 32nd Infantry Regiment, 3rd Brigade Combat Team, 10th Mountain Division, when some 60 Taliban insurgents ambushed his unit on the outskirts of the rural community of Ganjgal in eastern Afghanistan's Kunar Province. During the six-hour battle he repeatedly risked his life to recover wounded comrades and search for missing members of his team. The article begins on page 32.



(Cover photograph by DoD/Sgt. Aaron Hostutler, USMC)

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2014 Army Strategic Planning Guidance. That Strategic Guidance will provide the Total Army a definitive statement of our mission as we look ahead to build upon our hard-earned experiences of the previous decade of war and toward a future that poses distinct challenges of its own.

The attached document explains my priorities. I expect every member of the Total Army to know these and to implement decisions and actions in accordance with them. I look forward to discussing them with you further as I visit your duty locations.

Army Strong!

GEN RAYMOND T. ODIERNO
38TH CHIEF OF STAFF
UNITED STATES ARMY

Memories of MG Meloy

■ I guess getting old and seeing great men you knew and served with (or under) passing on or becoming ill is part of the cycle of life you must accept, but I don't like it. I was shocked upon seeing the article about the passing of MG Guy S. (Sandy) Meloy while reading the November issue of ARMY Magazine. What a soldier's soldier and leader he was!

I was just a 16-year-old private first class standing inspection on guard mount when I first saw then-2LT Meloy in 1955. He was officer of the guard, duty officer, conducting inspection in pinks and greens. We were in our Ike jacket olive drabs (ODs) and spit-shined brown jump boots. I had spent a month's pay on a tailored set of brown ODs. LT Meloy mentioned my smooth shave, not realizing I wouldn't start growing facial hair for another year. He selected me as colonel's orderly. Talk about pride. The regimental commander sent me a letter of commendation on the selection, which I mailed home to my father, a World War II veteran.

I ran into the general over the years. I saw him when he was a first lieutenant in Lebanon, a captain at Fort Benning, Ga., a major and a lieutenant colonel. He always remembered me when I was a corporal, staff sergeant, sergeant first class, second lieutenant and captain. Nothing special: He remembered everybody.

Later, I came to know a lot of his close friends from West Point and duty. I never met one who didn't admire and respect him as a soldier, officer, leader and commander.

We corresponded for a few years after his retirement. That started when I responded to articles he wrote for ARMY Magazine. He always treated subordinates as fellow soldiers, never as subordinates. The article spoke of the general's devotion to service, duty and country, but his devotion to his men was even greater. At least that's what we who had the honor to serve under him believed. Enlisted men—especially NCOs—loved the man and were thrilled to serve under his command.

He demanded top performance, which was always given—even without the demand. You wanted to do your best for him; that's the kind of leader he was. Men gave their best willingly, cheerfully and enthusiastically. A smile and wink of recognition from him was worth more than a meritorious award and a promotion.

He had combat genius, and you could see the pain, care and concern in his eyes over every casualty. It is amazing how such a man of compassion could at the same time be such a fierce man in combat.

There are a lot of old soldiers, like myself, whom I'm sure were very sad after reading of his passing. In my memory I see a young second lieutenant, one year out of West Point, in pinks and greens. He shined.

CPT DANIEL J. HILL, AUS RET.
St. Augustine, Fla.

Defense Spending Revisited

■ Several recent articles in ARMY Magazine have described the consequences associated with massive reductions of military spending. I agree with the authors.

I believe the current administration's vision of our country's role in world affairs is much different from those of the past. The United States is now viewed as a member of the world community, where the interests of the U.N. are paramount to our national interests. Our foreign policy concerni future conflicts hinges upon U.N. a proval and employment of coaliti forces under U.N. auspices. We will longer enter into a war unilaterally.

Therefore, our executive branch a parently believes it is unnecessary maintain what they deem as too lar of an Army and would like to reduce to pre-World War II levels. They b lieve that this amount of force shou be able to augment a coalition fo during future conflicts. Mobilizati for a future conflict would be acco plished through expansion. While t Regular Army would be a skele force between conflicts, it would filled out through mobilization of t National Guard and Army Reserve well as an increased intake of recru (expandable Army principle).

Unfortunately, history has sho that we have been unable to project ture conflicts and the force capabilit required to win them. In many ca during initial engagements, this h resulted in unnecessary loss of li which continues until soldiers gain t necessary combat skills and expe ence to survive on the battlefield.

I wonder if our civilian leadersh has considered this. Perhaps they b lieve it is the cost of doing busine Massive spending reductions and fo ing combat-experienced soldiers leave will unfortunately cause hist to repeat itself.

LTC JAMES T. DELISI, USAR RET.
Morgantown, W.Va.

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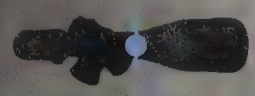
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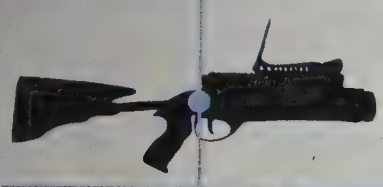
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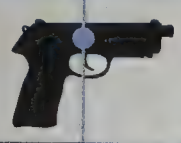
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Washington Report

Continuing Resolution Funds Government Reopenin

After a 16-day government shutdown precipitated by legislators' failure to agree on a budget, Congress passed, and President Obama signed into law, a continuing resolution (CR) that reopened the government and will keep it open through January 15, 2014. The Continuing Appropriations Act, 2014, funds spending at fiscal year 2013 levels and keeps the automatic cuts of the sequester in effect. In addition, it raises the debt limit through February 7 and retroactively pays all federal employees who were furloughed, including approximately 400,000 from DoD. The CR also provides for a joint Senate-House conference committee to work on a budget recommendation for fiscal year 2014.



Senate Budget Committee Chairwoman Patty Murray (D-Wash.) and her House counterpart, Paul Ryan (R-Wis.), lead a 29-member bicameral group scheduled to meet officially for the first time in late October. Both legislators have voiced their dedication to finding a bipartisan solution to the budget logjam, and they issued a joint statement in which they said they "hope to restore stability to the budget process and end the lurching from crisis to crisis." The Senate and House both passed budget resolutions in March, but they are vastly different and will be difficult to reconcile. The objective of the committee is to hammer out a compromise long-term budget plan by mid-December.

Although the compromise could include policy changes such as tax increases to lessen budget deficits or a relaxation of the budget cuts mandated by the sequester, experts expect no major policy changes in a time of rigid bipartisan government. According to those on Capitol Hill, the inflexible stances the parties take on taxes preclude any large-scale budget agreement. In their joint statement, Murray and Ryan said they "want to find common ground and work toward a bipartisan deal. We intend to focus on what we can achieve."

Veterans Legislation. In late October, both the House and Senate passed several veteran-related bills that both parties deemed "bipartisan" and "commonsense." The House backed six bills and the Senate one. Most of the bills were introduced several months ago—one dated back to February—but their passage evoked a climate of cooperation not in evidence for some time.

Four of the House bills call for the establishment of a commission to evaluate the backlog of veterans' disabili compensation claims and recommend ways to reduce t number of pending claims; establish an economic opport nity administration within the Department of Veterans A fairs (VA); require the VA, with notice of each denial of cla for benefits, to provide a form that may used to appeal; and extend the Veterar Advisory Committee on Education by tv years, until December 31, 2015, and expa the committee's membership to inclu veterans who served in Afghanistan a Iraq. A fifth bill, the Vulnerable Vetera Housing Reform Act of 2013, would e clude disabled veterans' service-relat benefits related to in-home care and e penses from consideration when calcul ing income eligibility for rental assistar and public housing programs.

The House bills were passed "on m tion to suspend the rules" in accordar with a procedure that sets aside all oth rules and is usually used to rapidly pa noncontroversial legislation.

The Senate-passed bill would provide cost-of-living creases in veterans' disability compensation, survivor ber fits and clothing allowances commensurate with the Soc Security old age, disability and survivor benefit increas scheduled to take effect December 1.

ACA Impact on TRICARE. The Defense Health Agen which succeeded the TRICARE Management Activ (TMA) in October, issued a statement soon after casing t TMA's colors to clarify how the Affordable Care Act (AC will affect TRICARE beneficiaries.

"The ACA will have very little impact on TRICARE ber ficiaries. The biggest change[s] they will notice may be extra letter in their mailbox every January, and an extra t to check on their tax forms every April," the agency said.

Most soldiers and family members who receive T CARE benefits—whether they come at no cost or by opti to pay an enrollment fee or monthly premiums—have t minimum essential coverage requirement under the AC Two groups of TRICARE beneficiaries do not meet the m imum standard. They are those receiving care for con tions related only to the line of duty and those eligible to ceive care only in military hospitals or clinics.

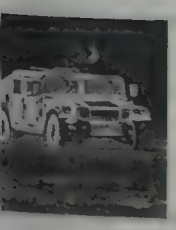
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News Call

Winter Warfare Expected in Afghanistan

Attendees at an October NATO meeting in Brussels learned that insurgent groups in Afghanistan are expected to wage an unusually violent campaign this winter. Afghanistan's brutal winters, heavy snow and rugged terrain have historically resulted in a summer fighting season followed by a winter respite in which the Taliban rests and recuperates.

A senior U.S. military officer, speaking anonymously in accordance with the usual ground rules in place at such NATO sessions, said U.S. intelligence and Afghan reports indicate that insurgents will attempt to create as much disruption as they can this winter in order to derail presidential elections scheduled for April 2014. The winter campaign is expected to be one of "attempts at high-profile attacks [and] attempts at targeted killings of political officials, election officials and candidates," the officer said. "We're not in the 'nonfighting season'" as is usual this time of year. "We are actually transitioning to a winter campaign."

The expected surge in insurgent attacks would coincide with the drawdown of U.S. forces. The number of U.S. troops in Afghanistan will drop from about 50,000 to 34,000 by February 2014. Those forces are scheduled to remain for three months after the Afghan presidential election. U.S. military officials have already noted that if the elections are postponed, it will be difficult to meet the withdrawal deadline. Given the American military official's assessment, the April presidential vote is a critical milestone to the Taliban, as it is to the United States.

Secretary of Defense Chuck Hagel has made it clear that a signed bilateral security agreement (BSA) between the two nations is a prerequisite if any U.S. troops are to stay in Afghanistan after July. A *loya jirga*, or Afghan grand council, is scheduled for November to recommend whether or not to accept a bilateral security agreement with the United States, which then must be ratified by the Afghan parliament. Secretary Hagel reiterated his stance at the October NATO conference, saying U.S. jurisdiction for U.S. troops "is a must for the BSA." Military officials have previously noted that they will need about a year to properly prepare and adjust for any post-2014 mission in Afghanistan.

Big Red One in Africa. The 2nd Armored Brigade Combat Team (the Dagger Brigade), 1st Infantry Division, continues to train at its home base of Fort Riley, Kan., for another round of missions partnering with U.S. Africa Command. Its missions there will range in size from 350 soldiers conducting airborne and humanitarian exercises in South Africa to a two-person sniper team in Burundi.

The upcoming missions will not be the Dagger Brigade's first in Africa. Responding to last year's attack on the U.S. Mission in Benghazi, Libya, the brigade sent a 150-member rapid response team to Djibouti on the Gulf of Aden to assist U.S. embassies in emergencies. In addition, nearly two dozen Dagger Brigade soldiers deployed to Niger in West Africa for 10 weeks this summer to help train troops for U.N. peacekeeping operations in nearby Mali. The 1st Battalion, 18th Infantry Regiment, has sent troops to Burundi, Niger and South Africa in recent months and will deploy to Djibouti this month.

The brigade is training in the cultural and security issues of Africa, learning from experts and native Africans about culture and language through role-playing and classroom instruction. In addition, the unit is preparing for radio training in Mauritania and combat casualty care in Chad, two countries that are fighting al Qaeda.

With the war in Afghanistan drawing down, the Army is finding other places it can have an impact. Its strategy is to train and advise the forces of other nations to defeat emerging threats and establish security rather than commit U.S. soldiers to a foreign fight.

Two more regionally aligned brigades are tentatively scheduled for attachment to U.S. European Command and U.S. Pacific Command in 2014. Another will succeed the Dagger Brigade and align with U.S. Africa Command.

USAREUR Downsizing. The 30th Medical Command inactivated during a ceremony in Sembach, Germany, in October. The unit reverted to the 30th Medical Brigade, which results in a lower number of personnel and a change in direct oversight. Previously subordinate to European Regional Medical Command, the unit now is subordinate to U.S. Army Europe (USAREUR). The unit's mission will not change. It will continue to provide its expeditionary theater-level medical command and control as well as associated health service and force health support.

DoD announced specific force changes in USAREUR in March. It has fewer soldiers today than in past years and continues to downsize. As the United States draws down from Afghanistan and combat overseas, USAREUR's mission is shifting to concentrate on theater security and cooperation with its allies. Given these supporting nations and advanced capabilities such as air to missile defenses, USAREUR commanding general LTG Donald M. Campbell Jr. said he is "comfortable … telling you that we can do it with 30,000 soldiers. USAREUR has adapted and transformed." US-



Boston Red Sox legend Carl Yastrzemski throws out the ceremonial first pitch at Game 1 of the World Series at Boston's Fenway Park on October 23 as Medal of Honor recipients and Army veterans (from left) CPT William Swenson, SSG Salvatore Giunta and SSG Clinton Romesha watch.

AREUR had more than 200,000 soldiers at the end of the Cold War.

29th Army Ten-Miler. More than 35,000 runners, the largest number to date, registered for the 29th Army Ten-Miler race in October. The race began and ended at the Pentagon, with soldiers staffing water stations along the route and Army musicians providing entertainment. The U.S. All-Army Team finished in second place behind Brazil.

Led by SPC Edwin Sang, the "Mountain Post Men" from Fort Carson, Colo., finished in first place in the Active Duty Men's Division with a time of 50:18 to win the Commander's Cup. The Fort Bragg Women, led by MAJ Emily Potter, came in first in the Active Duty Women's Division with a time of 57:51. First place in the Active Duty Mixed Division went to the team led by 1LT Bryce Livingston from Joint Base Langley-Eustis, Va., with a time of 52:15.

Top military finishers were recognized this year for the first time. Army CPT Kelly Calway, who is scheduled to deploy to Kuwait in November, was the first military female to finish. SPC Aron Rono, who led the Army team, was the first U.S. military male to finish, with a time of 48:18.

Overall, the top three fastest finishers were with the Brazilian army, led by Solonei Silva with a time of 48:04.

Oldest Medal of Honor Recipient Dies. MSG Nicholas M. Oresko, right, a World War II veteran who was awarded the Medal of Honor in October 1945 for his "quick thinking, indomitable courage, and unswerving devotion" during the Battle of the Bulge, died of complications from surgery in October in New Jersey. He was 96. Before his death, he was believed to be the oldest surviving Medal of Honor recipient.

During the Battle of the Bulge, MSG Oresko, then a platoon sergeant with 302nd Infantry Regiment, 94th Infantry Division, Third Army, and the rest of his unit were pinned down by German machine guns for two days near Tettingen, Germany. On the third day, he initiated a charge on the enemy machine-gun bunkers 50 feet upward. None of his men followed him. Pushing through the machine-gun fire, he threw a grenade into a German position, rushed the bunker and killed all the occupants who had survived the grenade blast.

"As withering machine-gun and rifle fire swept the area," according to the Medal of Honor citation, MSG



Oresko, though wounded, "struck o alone in advance of his men to a s ond bunker," where he crippled t dug-in machine gun with a grena and "wiped out the troops manning with his rifle, completing his seco self-imposed, one-man attack."

President Harry Truman award MSG Oresko, then 28, the Medal Honor during a ceremony at t White House. A native of New Jers he worked for the Veterans Admin tration there for 32 years after his d charge and retired as a supervisor.



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GENERAL OFFICER CHANGES*



MG C.K.K. Chinn from Dep. Cmdr., RC-E, IJC, OEF, Afghanistan, to Sr. Cmdr., Fort Bragg, N.C.



MG G.C. Potter from Dep. CoS, Intel., ISAF, OEF, to Dir., Plans and Policy, J-5, US-CYBERCOM, Fort Meade, Md.



MG R.W. Thomas from CG, WRMC, Tacoma, Wash., to Dir., Health Ops., DHA, Falls Church, Va.



MG D.K. Williams from Dep. CoS, AMC, Redstone Arsenal, Ala., to CG, 1st TSC, Fort Bragg and Camp Arifjan, Kuwait.

Brigadier Generals: **J.M. Cho** from Dep. CG (Spt.), MEDCOM, Falls Church, to CG, WRMC, Tacoma; **W.E. Cole** from CoS, OASA (AL&T), Washington, D.C., to Dep. CG, RDECOM/Sr. Cmdr., NSSC, Natick, Mass.; **E.M. Daly** from Special Asst. to the CG, TRADOC, Fort Lee, Va., to Dep. CoS, AMC, Redstone Arsenal.

■ ***AMC**—U.S. Army Materiel Cmd.; **CG**—Commanding General; **CoS**—Chief of Staff; **Dep.**—Deputy; **DHA**—Defense Health Agency; **IJC**—International Security Assistance Force Joint Cmd.; **Intel.**—Intelligence; **ISAF**—International Security Assistance Force; **MEDCOM**—U.S. Army Medical Cmd.; **NSSC**—Natick Soldier Systems Ctr.; **OASA (AL&T)**—Office of the Asst. Secretary of the Army (Acquisition, Logistics and Technology); **OEF**—Operation Enduring Freedom; **Ops**—Operations; **RC-E**—Regional Cmd.-East; **RDECOM**—U.S. Army Research, Development and Engineering Cmd.; **Spt.**—Support; **TRADOC**—U.S. Army Training and Doctrine Cmd.; **TSC**—Sustainment Cmd. (Theater); **USCYBERCOM**—U.S. Cyber Cmd.; **WRMC**—Western Regional Medical Cmd.*

**Assignments to general officer slots announced by the General Officer Management Office, Department of the Army. Some officers are listed at the grade to which they are nominated, promotable or eligible to be frocked. The reporting dates for some officers may not yet be determined.*

iscal Year 2013 Was Army's Safest. ccording to end-of-year data reeased by the U.S. Army Combat eadiness/Safety Center, fiscal year FY) 2013 was the Army's safest year et. Accidental fatalities were down 9 ercent between FYs 2012 and 2013, alling to an all-time low of 137.

In line with a years-long downward end in work-related deaths, on-duty accidental losses declined 6 percent in FY 2013. Off-duty fatalities dropped 17 percent, more than twice the amount of last year's decline. That decrease was largely because of a marked fall in the number of fatal private motor vehicle accidents—the leading cause of accidental death among soldiers—which speaks to the effectiveness of the Army's safety programs. Another validation of those programs is the 15 percent decrease in motorcycle fatalities, after an upward trend for the past three years.

Although most accident categories saw double-digit drops throughout FY 2013, water-related fatalities rose 225 percent from the previous year. That figure, along with a rash of all-terrain vehicle accidents earlier in FY 2013, led the Safety Center to announce that it must continue its Armywide efforts into FY 2014.

SENIOR EXECUTIVE SERVICE ANNOUNCEMENTS



M. Averill, Tier 3, from Dir., Resource Management, ODCS, G-4, to Dep. AA/Dir., U.S. Army Resources and Programs Agency, OAASA, both at the Pentagon, Arlington, Va.

Photograph currently unavailable: **J.W. Schumacher**, Tier 2, from Dep. Dir. for Test, Missile Defense Agency, Huntsville, Ala., to Dir., Space and Missile Defense Technical Center, SMDC, Redstone Arsenal, Ala.

■ ***AA**—Administrative Assistant; **OAASA**—Office of the Administrative Assistant to the Secretary of the Army; **ODCS**—Office of the Deputy Chief of Staff; **SMDC**—U.S. Army Space and Missile Defense Cmd.*

U.S. Leaving Manas. DoD announced in October that it is relocating from Kyrgyzstan's Manas Transit Center, which has served as the shipping hub for American personnel and cargo in and out of Afghanistan for more than 12 years, and instead will use a Romanian air base on the Black Sea.

The current agreement with Kyrgyzstan governing the use of Manas International Airport expires in July 2014. Kyrgyzstan, which rents a second base to Russia, has declined to extend U.S. use of the base at Manas. The United States will work closely with Kyrgyzstan over the next nine months to complete the transfer of areas and facilities at the airport.

Romania and the United States reached an agreement that allows American troops redeploying from Afghanistan to use the air base on the Black Sea as their transit point. Details of the agreement were not made available.

The Romanian transit center, which will support cargo as well as personnel, will be located at Mihail Kogalniceanu Air Base near the city of Constanta, some 2,500 miles west of Manas International Airport.

'Iron Man' Suit. U.S. Special Operations Command (SOCOM) in September announced a request for proposals for prototypes of the Tactical Assault Light Operator Suit (TALOS). SOCOM facetiously calls the protective combat suit an Iron Man suit after the powered armor worn by the fictional character of comic book and movie fame.

A variety of technologies, among them ballistic protection, sensors, communications gear and special material that can store and release energy, would be consolidated in the suit, and it is unlikely that one contractor could provide them all. SOCOM hopes to bring different contractors together and integrate their specialized technologies into a finished TALOS within the next year. The goal is to have the first TALOS ready for full field testing in four to five years.

WIN-T Increment 2 on Track. In October, the Army announced that it has received approval to continue limited additional production and fielding of its mobile tactical communications network centerpiece, Warfighter Information Network-Tactical (WIN-T) Increment 2.



Rockets streak from an M142 high mobility artillery rocket system (HIMARS) during an October live-fire exercise held by 1st Battalion, 14th Field Artillery soldiers in the United Arab Emirates (UAE). The 10-day exercise was the first joint exercise involving U.S. forces in the UAE to use HIMARS. The 1-14th Field Artillery, which deployed to the region in April and should return to Fort Sill, Okla., in 2014, qualified 16 HIMARS crews and four fire direction sections, firing off more than 65 rockets.

WIN-T Increment 2 is the basis of Capability Set (CS) 13, the Army's integrated set of communications gear that deployed to Afghanistan this summer with the 4th Brigade Combat Team (BCT), 10th Mountain Division. It gives soldiers high-speed and high-capacity voice, data and video communications down to the company level for the first time.

The 3rd BCT, 10th Mountain Division, will also deploy with WIN-T Increment 2 this year. In addition, two 101st Airborne Division (Air Assault) BCTs are currently conducting fielding and training operations with CS 13 and WIN-T Increment 2.

Because of the approval, the Army is on track to field CS 14 and will continue to develop capability sets that support its network modernization strategy. As it fields CS 14 units, it will coordinate with the Office of the Secretary of Defense and the testing community to simplify the system and address and resolve any issues.

Parenting Help Online. A new DoD website, www.militaryparenting.org, can help soldiers who are deployed or otherwise separated from their families to communicate with their children or rebuild relationships. The website offers a free online course that presents the basics of parenting in a straightforward, sympathetic and interactive fashion.

A brief introduction describes the purpose of the site and how an individual can use it to his or her best advantage. Six modules help parents cope with everyday problems and family issues that are part of the military lifestyle. Videos of military and veterans' families sharing their stories add a first-person perspective and foster the understanding that results from sharing personal experiences. Each module offers examples and suggestions according to age group and developmental stage, suggesting such topics as how to build a relationship, how to help through hard times, and projects to share. The six modules are:

- Back into the family.
- Promoting positive parent-child communications.
- Helping your child with difficult emotions and behaviors.
- Positive approach to discipline.
- Managing stress and emotions as parent.
- Parenting with emotional ar physical challenges.

The course was developed with tl Department of Veterans Affairs.

Army Casualties in Afghanistan

The following U.S. Army soldiers were reported killed supporting Operation Enduring Freedom from October 1 to October 31, 2013. All names have been released through the Department of Defense; families have been notified.

SGT Patrick C. Hawkins, 25

SPC Angel L. Lopez, 27

1LT Jennifer M. Moreno, 25

PFC Cody J. Patterson, 24

SGT Joseph M. Peters, 24

SSG Patrick H. Quinn, 26

SGT Lyle D. Turnbull, 31

Front & Center

What Is the Requirement?

By GEN Frederick J. Kroesen
U.S. Army retired

Recently, a local newspaper published a 12-page special section entitled "Aerospace, Defense and Homeland Security." Twelve members of Congress were among those who wrote columns regarding their concerns about our capabilities in those general areas, as these capabilities have been affected by past and current budget appropriations—and might be affected in the future.

Without exception, the columns identify a large number of subjects requiring attention: burgeoning terrorist threats to our homeland, the aging of our air fleets and the erosion of our air superiority, the growing demands of cyber security, the impact of sequestration on the training and readiness of our forces, and the repercussions of training the economy as contracts are cancelled or not renewed and jobs are lost. Overall, the shrinking of our defense budget and the reductions of the armed forces' size and strength will require extraordinary effort, innovation and determination to maintain the quality and mission capabilities of the total force while ensuring the continuing application of new technologies to modernize air, sea and landpower.

Those eloquent and astute expressions of concerns create a prospect of serious challenges for the maintenance of our security and the ability to project military power in the coming years as we attempt to restore our country to economic health. But there is one great question that no one seems to address: What is the grand requirement for identifying the military forces that will be capable of guaranteeing our national security and protecting our national interests? Considering the enormity of the current threats to our well-being, how many ships and carrier task forces and marine divisions does the Navy really need? How many intercontinental ballistic missiles and squadrons of bombers and fighters will satisfy Air Force mission demands? And, of course, what is the end strength and structure of the Army that will provide a reasonable-risk landpower capability?

The constitutional responsibility for answering those questions rests with Congress. For many years, however,



that responsibility has been expressed by DoD, the Office of Management and Budget, and the White House staff. No one asks what the requirements are, only what we can have for the dollars we want to spend. Even the Quadrennial Defense Review, originally meant to be a statement of requirements, soon became an accommodation document explaining how well we would fare with the resources made available, a regurgitation of the services' annual POMs (program objective memorandums).

The profusion of threats guarantees that all our armed services face challenges that require serious attention. The greatest threat for which we have to prepare is the worldwide expansion of terrorism, a growth industry promoted principally by Islamist groups of varying strengths, capabilities and locations. Nevertheless, we are still at war in Afghanistan, and we are still being challenged by a growing Chinese military and a Russian resurgence that threatens its neighbors and maintains a world-class nuclear missile delivery capability. Iran and North Korea have become nuclear threats, the Middle East is in turmoil, and terrorist entities are infiltrating Africa and Latin America. There is no dearth of potential crises that might require a military response to protect our interests or those of allies whom we are treaty-bound to assist.

In the face of that situation, we already know that budget allocations of the past two years are reducing the Army to the inadequate size of pre-9/11 and providing little capability to repair the damages and restore the systems lost during the wars in Iraq and Afghanistan. We already know that sequestration will reduce the Army to pre-World War II conditions and the portent of disasters comparable to the early years of that war. We already know that Army leaders must try to balance the retention of structure with the cost reductions promised by "hollowing" the force. We already know that a serious crisis involving a major power combination will require a mobilization for which there are no plans and no legislation to draft an Army or to energize industry to wartime production. We already know that the time required to react to any serious crisis will be more costly and will assume greater risks.

Congress should be aware that the policy of "peace through strength" requires an anvil of strength before the hammering of peace promises can be dealt with successfully. It is past time for them to ask what the size and structure of that anvil need to be. It is also past time for the services to have such a study at hand in the event that Congress asks. □

GEN Frederick J. Kroesen, USA Ret., formerly served as Vice Chief of Staff of the U.S. Army and commander in chief of U.S. Army Europe. He is a senior fellow of AUSA's Institute of Land Warfare.

Becoming a Full Spectrum Army

By LTG James M. Dubik
U.S. Army retired

The Army is awash in discussions about becoming a full spectrum force—rightfully so, for war comes in many varieties. Doctrine has changed, training at home station and at the combat training centers has adapted, and senior leaders have emphasized the importance of expanding the Army's focus. All good. Nevertheless, almost regardless of what it says, the Army has a tendency to focus on one form of war and make a checklist out of everything. All leaders have a part to play in resisting these temptations.

We've been here before. In the mid to late 1980s, the Army had a huge internal discussion about the spectrum of conflict. Using the term *spectrum* itself led to depicting conflict in a linear way. Nuclear warfare and major conventional war were depicted on one end of the spectrum, with humanitarian assistance and peace operations under benign conditions at the other end. The spectrum then generated seemingly endless conversations about what went between these poles, what counted as war and what did not. The reality was, however, that the Army maintained a nearly exclusive focus on conventional war. Similar arguments and tendencies seem to be rising again, like the return of bad pennies.

They are "bad pennies" because, however useful these arguments may be from an analytic perspective, they are less useful from an operational perspective. Analysis requires dissecting reality to understand its parts, but operators must deal with reality as a whole. Analysis must isolate and simplify reality in order to describe it. Operators must grasp the totality of a particular problem in its full complexity and dynamism in order to craft an appropriate response. In addition, too much emphasis on analyzing and depicting the points along the "full spectrum" will lead the Army toward what has long been recognized as unhealthy biases: "Give me a checklist for what I'm supposed to do at each point in the spectrum, and I'll do it," and "Which point on the spectrum is most important?" Now is not the time to feed known biases; rather, it's the time to mitigate them.

Institutionally, the Army has taken significant mitigation measures in its operational, training and leadership doctrine. In addition, the Army has made adaptations to its officer and NCO education programs. As noted previously, the Army has also altered the conditions for training at its combat training centers. As important as institutions are, however, they cannot carry the full load. Individual leaders, especially commanders and their associated first sergeants and command sergeants major, have a critical role in creating a full spectrum Army. These leaders must educate themselves using Army doctrine and other resources and become full spectrum operators and thinkers. They must also incorporate a full spectrum approach in their own training strategy and teach it as part of their unit professional development programs.

Self-study

Commanders and their associated first sergeants and command sergeants major must ask themselves at least two critical questions. First: How do I see a problem? Do I look through lenses that interpret and categorize a problem according to frameworks I already have (checklists)? Or do I try to set the lenses aside and see a problem as it is, identify the causal and relational elements that created and sustain the problem, and then try to devise a hypothesis that could form a solution to the problem—or at least the beginning of a solution?

I have found two books helpful in my own self-development: *Leadership Without Easy Answers*, by Ronald Heifetz, and *Patterns of Discovery: An Inquiry into the Conceptual Foundations of Science*, by Norwood Russell Hanson. The book by Heifetz helps a reader di tinguish between routine problems– those that have set solutions for whic checklists are very helpful—and adap tive problems, whose complexity an dynamism defy checklists and requi a different leadership approach. Th book by Hanson is of a different ilk. discusses patterns of discovery in sc ence, so it requires a military reader t translate Hanson's insights from th realm of science to the realm of mil tary operations. This is not easy, but is rewarding because it will help th reader learn how to set his or he lenses aside and see a problem mo clearly.

The second critical question: Do have a sufficient set of intellectu frameworks that help me understan both the relatively unchanging nature war and the ever changing ways war conducted, or do I have a single fram work that I use in every situation?

All of us are captives of our exper ence, but some are able to expand the limited physical experiences by rea ing of and reflecting upon the exper ences of others. The dominant physic experience of the current generatio of Army leaders comes from Afgha istan, Iraq, and the fight against Qaeda and its affiliates. Learning fro these experiences is absolutely r quired, but it is not enough.

As to the relatively unchanging n ture of war, I read and reread five vo umes: *On War*, by Carl von Clausewit *The Art of War*, by Sun Tzu; *Strategy*, b B.H. Liddell Hart; *Strategy: The Logic War and Peace*, by Edward N. Luttwa and the novel *Once An Eagle*, by Ant Myrer. There are others that I cou mention, but I have found that I ro tinely return to these.

The set of readings that is necessa to expand the understanding of th ever changing ways in which war conducted is very long, but let me least whet an appetite with a few th may not be familiar to the curre

generations of leaders in the Army. Two are about the Vietnam War: *War Comes to Long An: Revolutionary Conflict in a Vietnamese Province*, by Jeffrey Race, and *PAVN: People's Army of Vietnam*, by Douglas Pike. These two will help readers understand some of the enduring patterns inherent in many insurgencies. Five others help create additional frameworks for understanding irregular warfare: *General George Crook: His Autobiography*, edited and annotated by Martin F. Schmitt; *The Anatomy of Revolution*, by Crane Brinton; *Rules for Radicals: A Pragmatic Primer for Realistic Radicals*, by Saul D. Alinsky; *150 Questions for a Guerrilla*, by Gen. Alberto Bayo; and *Coup d'Etat: A Practical Handbook*, by Luttwak. Finally, there are three newer volumes that try to elicit patterns and principles embedded in the kinds of complex contingency operations the Army has faced since the end of the Cold War and is likely to face in the foreseeable future: *Confrontation Analysis: How to Win Operations Other Than War*, by Nigel Howard; *The Utility of Force: The Art of War in the Modern World*, by Gen. Rupert Smith; and *Out of the Mountains: The Coming Age of the Urban Guerrilla*, by David Kilcullen.

Again, I could add any number of other very useful and important works to this relatively modest list: books about specific conflicts or specific types of conflicts, biographies of those who fought or led them, and histories of wars—long and short, conventional and irregular, well-known and not. The point is not to provide an exhaustive list but rather to demonstrate that self-study is an important aspect of how the Army will resist its biases and become a full spectrum force.

Concept to Reality

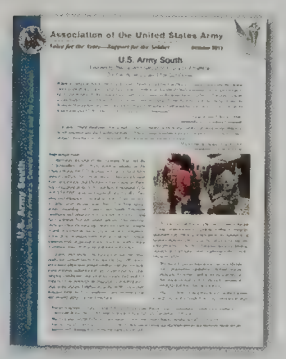
Commanders and their associated first sergeants and command sergeants major use training and unit professional development programs to translate intellectual understanding into soldier, leader and unit competencies. The structure of a unit's situational training exercises (STXs) and the content of both officer and NCO professional development sessions are the means commanders use to make this translation.

That STXs develop soldier, leader and unit skills is fairly clear. Applying the principles in the Army's training doctrine, commanders identify the set of tasks (that is, skills), including soldier, leader and collective tasks, that their units need to develop, improve or sustain. Then they set the conditions in one or more STXs so the tasks can actually be performed to standard. Finally, commanders allocate time to assess the conduct of training and redo it if necessary. Properly planned, prepared and executed STXs are the first way commanders do their part to make the Army a full spectrum force.

Full spectrum STXs must use a variety of conditions—simple (to build basic competence) to complex (to challenge even the best units) to conventional to irregular to hybrid (to reflect the reality of the potential opera-

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[1] Available ONLY on AUSA website at www.ausa.org/ilw.
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ional environments)—so that soldier, eader and unit competency is not based upon one variety of war. This complicates training management for commanders. More time has to be allocated to fewer tasks; multi-echelon raining—using platoon training STXs, or example, as a means to also train battalion and brigade staff and sustainment tasks—rises in importance, as does conducting rigorous training and training support meetings. Full spectrum STXs require innovative commanders who know how to use raining time well.

Too often, the skill development aspect of STXs masks their utility as udgment development opportunities. STXs can develop judgment in two ways. First, once basic proficiency is achieved, a commander can set conditions such that the unit leader conducting the STX must make tough choices from realistic alternatives under duress. At times, the conditions can also require the unit leader to modify, or change altogether, the directives he or she was given in order to achieve the intent of a senior commander. Training conditions must approximate, as best they can, the complexity, ambiguity and chaos of the battlefield. They must elicit innovation and initiative from soldiers, leaders and units. That is, training conditions facilitate the development of udgment.

STXs can also develop judgment during the assessment phase, especially if a unit's leaders assess their own training. Self-evaluation requires leaders to know and understand performance standards and how to conduct after-action reviews. These are important combat skills. Unit leaders—officers and sergeants—evaluate themselves, and if a unit does not perform to standard, its leaders take corrective action or direct additional training. External evaluations have an important place in Army training, but overreliance on external evaluations robs leaders of important judgment development opportunities.

Unit professional development programs also help develop judgment and thereby contribute to creating a full spectrum force. First, a unit's professional development program must answer practical questions: How do I actually do x? What's the best way to do x here? Leaders who don't know how to do something are much less likely to use their own judgment. They are more prone to stop and ask rather than adapt and drive on. From this perspective, a unit's professional development program helps leaders grow. A lieutenant, for example, may have fought as platoon leader but, now, as captain, is in command of a company for the first time; a major may have commanded several companies but is now a battalion executive officer for the first time, without having been an operations officer. Similarly, a staff sergeant may have extensive combat experience as a squad leader or platoon sergeant but little or no experience as a first sergeant when he or she first fills that position. A battalion's, brigade's or division's professional development program helps these "new" leaders learn practical how-tos from older, more experienced leaders in the unit.

Second, a unit's professional development program provides context for leaders. For example, a battalion commander who wants company commanders and platoon leaders to act within his or her intent has to teach those junior officers how a battalion commander thinks, decides and acts. This is a context that juniors do not have. Or, if a brigade command sergeant major wants his first sergeants to improve how they receive and develop new soldiers, he may have to teach the first sergeants about the process of recruiting and initial entry training. Judgment is always exercised within a context, and senior leaders should not assume that this context is understood by their subordinates.

Finally, commanders can use their own unit reading program (part of professional development) to encourage not only an understanding of the relatively unchanging nature of war and the relatively changing ways war is conducted, but also an appreciation of how to apply such understanding.

Institutional policies and programs are critical in moving the Army toward a full spectrum force. These are absolutely necessary, but they are not sufficient. Unit commanders and their associated first sergeants and command sergeants major play an equally important role. In fact, one could argue that the operational commander's role is more important because he or she runs the Army fighting forces day to day and has more contact with soldiers than anyone in the institutional force. All have a part to play in creating the kind of Army our nation needs. □

***LTG James M. Dubik**, USA Ret., is a former commander of Multi-National Security Transition Command-Iraq and a senior fellow of AUSA's Institute of Land Warfare.*

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Time for the Army to Remember What It's For

By Richard Hart Sinnreich

The programmed shrinkage of the U.S. Army from 570,000 to 490,000 active soldiers, and the increasingly likely prospect of a further sequestration-driven reduction to as low as 410,000, have resurrected a recurring debate about what sort of Army the nation requires and for what purpose.

The last time the Army confronted a drawdown of this magnitude was in the late 1980s, when the collapse of the Soviet-led Warsaw Pact and the reunification of Germany deprived the Army of its most demanding potential commitment. Of course, scarcely two years after the demolition of the Berlin Wall, the Army found itself mounting its first conventional offensive since the Korean War. But an Army built to defeat a Soviet onslaught on Western Europe made short shrift of Saddam Hussein's ill-trained conscripts.

The first Gulf War thus in no way retarded the Army's post-Cold War compression. On the contrary, the speed and ease with which coalition forces demolished their luckless adversaries, together with optimistic claims concerning the impact of new precision warfare technologies, only added weight to arguments that the U.S. could safely reduce its conventional ground forces.

The debate that ensued pitted two design visions against each other. The first envisioned an Army organized, equipped and trained for the fastest possible strategic deployment. Its premise was that future fights would be intense, violent and, above all, short.

The competing view discounted the ability of technology to substitute for numbers. It sought an Army designed from the outset for expansion prior to and after commitment. Its premise was that speed of initial deployment counted for less than staying power.

In the event, neither view entirely prevailed. The second Gulf War ironically validated both. The initial assault on Baghdad destroyed the Iraqi army in little more than three weeks of conventional combat. The insurgency that followed consumed the Army for seven more years.

Now, out of Iraq and in the process of extracting from Afghanistan, the Army confronts the same question that it faced at the end of the Cold War: not what size Army—that will be determined by the budget—but instead what kind of Army, to do what?

So far, determined to be all things to all men, a sort of military Swiss Army knife, Army leaders have stubbornly refused to answer that question. In response, others have begun answering it for them.

Thus, speaking recently to serving and retired officers at the headquarters of the Association of the U.S. Army, Joint Chiefs of Staff Vice Chairman Adm. Sandy Winnefeld explicitly discounted the need for an Army postured for lengthy ground campaigns.

"We just don't see that happening in the near future," he said. Instead, he argued, "we are more likely to see a Desert Storm type of operation … than we are to see another decade-long counterinsurgency campaign."

Of course, that's exactly what senior leaders predicted after the first Desert Storm, forgetting—as we repeatedly do—that, barring our own defeat or its outright annihilation, the enemy has the determining vote in when a war ends.

From a design standpoint, the burden of Winnefeld's argument is to privilege deployability over staying power. He himself acknowledged as much, urging the Army to emphasize strategic responsiveness. "I'd like to see the Army place more emphasis on … protecting American citizen abroad," he said. "Don't yield that en tirely to the Marine Corps."

But of course, the reality is tha there is a Marine Corps, that it view itself and is viewed by both the polit cal leadership and the public as Ame ica's 911 force, and that, at a time c acute fiscal stringency, we don't nee to duplicate it.

What we do need is an Army tha can defeat a determined adversary o its own ground for as long as it take when all the optimistic predictions c short-duration commitments turn ou to be wrong. That's what armies do, c else their nations lose.

There certainly are penalties to con ceding the quick in/quick out mis sions to the Marines, just as there ar penalties to forfeiting raiding and sta bility missions to the special opera tions folks. Both sorts of contingencie are much more likely to arise than pro longed high-intensity ground cam paigns. That far, and that far onl Winnefeld is right.

That will make it harder for th Army to keep its fighting edge: harde to recruit soldiers lacking the cache of their more telegenic counterpart harder to extract the budgets neede to keep weapons and equipment up t date, and harder to train for the pro longed ground wars that all hop won't arise.

But when—not if—the day come again when that event occurs, an when the safety of the nation or of i allies is truly on the line, we'll need a Army that can do the job for whic armies are maintained and that the alone can accomplish.

On that day, let's hope that we sti have one.

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That's the toll-free number to call AUSA national headquarters. The AUSA Action Line is open 8:00–5:00, Monday through Thursday and 8:00–1:30 Friday, except holidays. If you have a question about AUSA, give us a call.

Richard Hart Sinnreich *writes regular about military affairs for* The Lawto *(Okla.)* Sunday Constitution. *This a ticle originally appeared in the Septe ber 29* Lawton Constitution *and reprinted by permission of the author.*

Help from an Unlikely Source

By MAJ John W. Davis
U.S. Army Reserve retired

Massacres of innocents happen too often in American life. The Army relentlessly wrestles with how to deal with its own shooters who gun down their comrades, and yet, these incidents seem to be assessed independently of other mass shootings. Specifically, no one has suggested that Army killings have anything in common with the slaughter of 20 innocent schoolchildren and six adults last December in Newtown, Conn. It is as if the military's mass shootings and those that occur in civilian communities are treated differently. What could possibly cause—and what can stop—such outrages, collectively known as insider threats?

We could learn how to prevent the Army's insider threats from a 2004 federal government study titled "The Safe School Initiative: Implications for the Prevention of School Attacks in the United States," written as a response to school violence incidents. The findings of this document are remarkably appropriate to Army concerns and bear consideration. Imagine if our leaders, chaplains, suicide prevention personnel, substance abuse professionals and, above all, each soldier considered these insights. It would be worthwhile to review them from an Army perspective. A summary follows:

- "Incidents of targeted violence in schools rarely are sudden, impulsive acts." The Army tries to have a chain of command aware of morale. If there is a budding problem with one soldier, someone else will know about it. The critical difference is whether soldiers see their leaders as approachable and caring. This perception determines whether or not they will report a possible threat. The study argues that this perception of caring leadership must be tied to a belief that meaningful action will be taken after any report. The soldier who believes problems will be dealt with fairly, discreetly and professionally will report them before violence occurs.
- "Most attackers did not threaten their targets directly prior to advancing the attack." This is why an awareness of behaviors—what a person says or does; what is normal or unusual—is most valuable.
- "There is no accurate or useful 'profile' of students who engaged in targeted school violence." Attempts to profile a *possible* shooter are simply not to be found.
- "Most attackers engaged in some behavior prior to the incident that caused others concern or indicated a need for help." The question is whether or not someone will report it.
- "Most attackers had difficulty coping with significant losses or personal failures. … Many had considered or attempted suicide." Who knows better than a comrade when this happens? Few suffer in silence.
- "Many attackers felt bullied, persecuted, or injured by others prior to the attack." This sense of persecution can explain much, but it can be recognized only by statements and behavior.
- "Most attackers had access to and had used weapons prior to the attack."
- "In many cases, other students were involved in some capacity."
- "Despite prompt law enforcement responses, most shooting incidents were stopped by means other than law enforcement intervention."

The value of these findings is that many incidents have been stopped before they occurred in the civilian world. The findings of this study led civilian law enforcement officials to rethink how they viewed school safety. They began to think of large high schools as neighborhoods.

The old practice of the neighborhood cop who was knowledgeable about his turf, the daily comings and goings of life on the beat, seemed to be utterly appropriate to policing schools as if they were neighborhoods. This can help the Army, too.

The value of life is sacrosanct. What needs attention is how that belief translates into action. We must know our soldiers. In order to help accomplish this, it might pay to consider what has helped stop murders outside the Army. □

MAJ John W. Davis, USAR Ret., is a former 101st Airborne Division (Air Assault) combat arms officer, counterintelligence officer and linguist. He served during the last decades of the Cold War in counterintelligence, returning to spend the remainder of his 37-year career at U.S. Army Space and Missile Defense Command, Huntsville, Ala.

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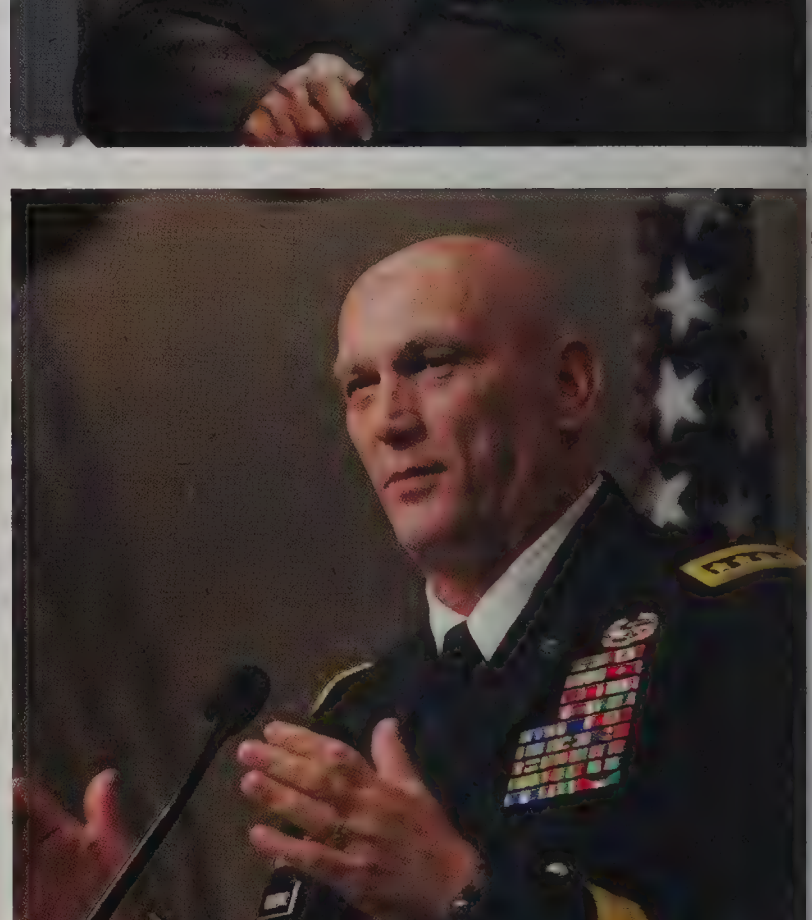
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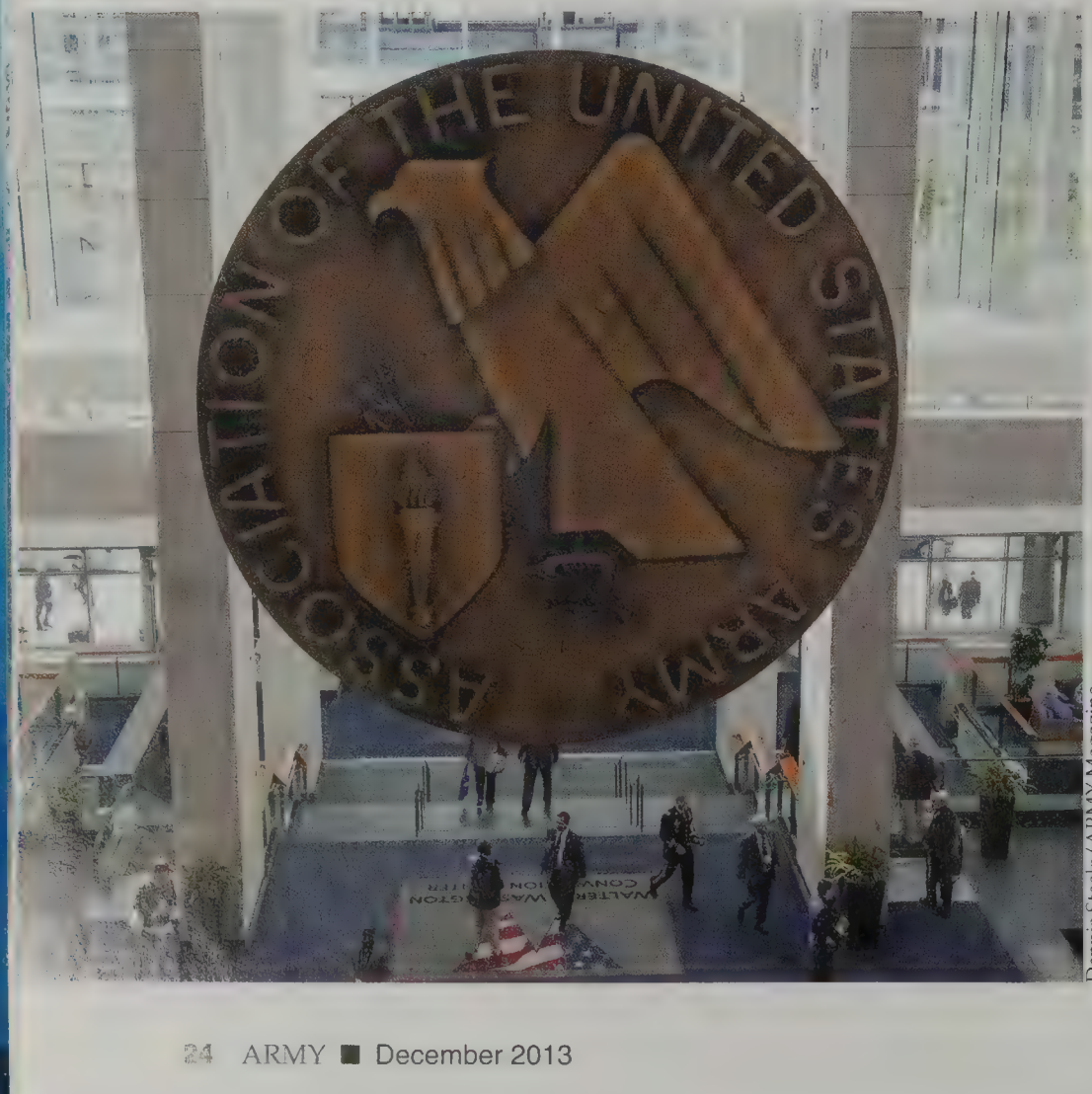
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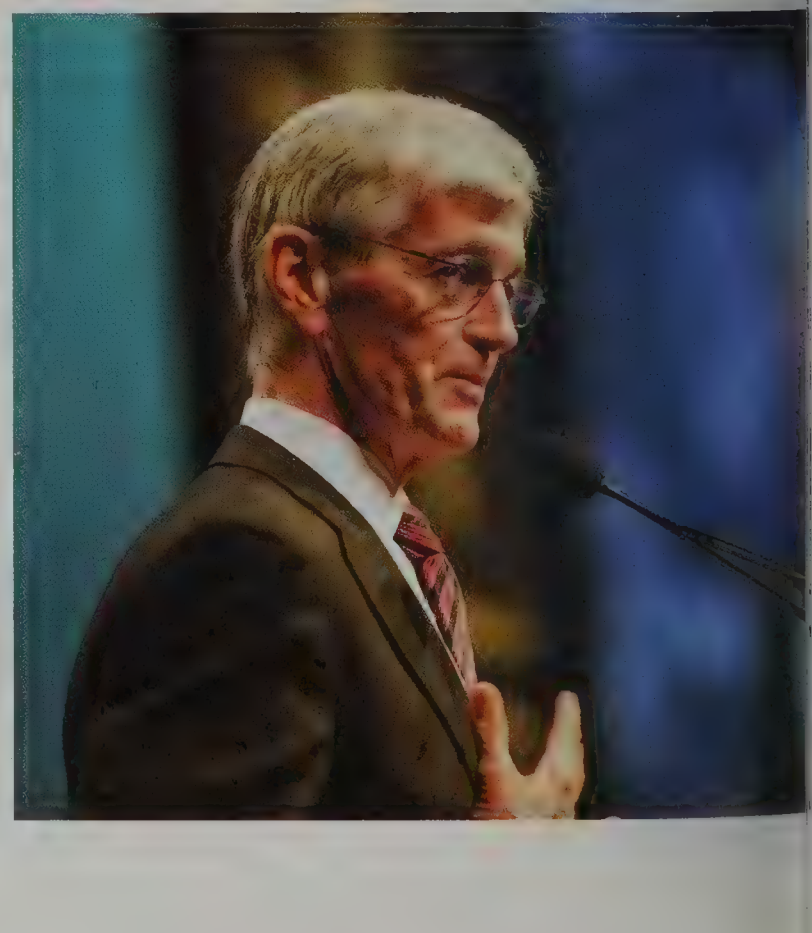
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The Army and the Budget Battle

Leaders Relay Dark Prospects At AUSA's Annual Meeting

What could not be carried out against the U.S. Army on the desert plains of Iraq or the snowy mountaintops of Afghanistan in 12 years of war is being accomplished now. Saddam Hussein's Republican Guard could not do it. The Taliban and al Qaeda could not do it. Sunni insurgents and radical Shia clerics tried and failed. What no foreign enemy could force on the battlefield is being done by our own national politics: degrading the Army's combat might. That is being done by strangling the Army's appropriations with sequestration, aided by the wholesale budget chaos that has dogged defense funding for years.

During his keynote remarks at the 2013 AUSA Annual Meeting and Exposition, Secretary of the Army John M. McHugh said, "The last time that the Army had a budget in place at the start of the fiscal year, you couldn't have read about it on your iPad. Why not? The iPad wouldn't be released for another three years." (The first iPad was released in 2010.)

The Annual Meeting was held in Washington, D.C., October 21–23. It drew more than 28,000 registered guests.

By Dennis Steele
Senior Staff Writer

The federal government shutdown ended a few days before the Annual Meeting started, symbolizing a cycle of political brinkmanship leveraging the budget and national debt processes. Another round in the ongoing bout could play out in January, as funding and deficit issues were only kicked down the road to tamp down the wildfire of October's pressing financial issues while again holding out hope for a greater budget fix.

At the Annual Meeting, Army leaders said the effects of sequestration and a broken budget process on the Army have been the dismantling of readiness; a break of faith with soldiers, families and civilian employees; a tremendous equipment reset backlog; less maintenance; fewer soldiers in the ranks; and severely reduced training. Overall, they said, the current and future funding impact could squander the most capable land force in the world.

Highlights of Army leaders' comments made during the Annual Meeting's press conferences, forums, panels and addresses include:

■ Army Chief of Staff GEN Raymond T. Odierno made the astonishing announcement that only two Army brigade



Opposite page, clockwise: AUSA President GEN Gordon R. Sullivan, U.S. Army retired, makes introductory remarks at the AUSA Annual Meeting and Exposition opening ceremony; Army Chief of Staff GEN Raymond T. Odierno delivers the keynote address at the Dwight D. Eisenhower Luncheon; Secretary of the Army John M. McHugh speaks at the opening ceremony; the AUSA seal hangs above the meeting's entryway; and soldiers from the 3rd U.S. Infantry Regiment (The Old Guard) perform during the opening ceremony. Left: Industry partner displays line one of the exhibit halls in the Walter E. Washington Convention Center in Washington, D.C.

combat teams (BCTs) are considered fully combat capable because of manpower, equipment or training shortfalls due to the budget. Both are in the 82nd Airborne Division as part of the global response force. He added that other BCTs now deploying to Afghanistan are not considered fully combat capable because they are staffed and trained primarily for their deployment mission—the advise-and-assist mission to support the transition to Afghan security control. The Army plans to have seven BCTs trained and fully equipped by June 2014, he said. Shortfalls caused by sequestration are being made up by readiness and modernization funds, and this has caused the readiness gap. The Chief of Staff called the situation an "extreme tiered readiness model."

■ GEN Robert W. Cone, commanding general of U.S. Army Training and Doctrine Command, said the Army's goal is to transition from "an Army of execution to an Army of preparation" to shape the Army of 2020, tailoring capabilities and requirements to the evolving strategic situation faced by the United States. GEN Cone recommended that DoD and the Army institutionalize "adaptive mechanisms" initiated for the wars in Iraq and Afghanistan such as the Asymmetric Warfare Group, the Joint Improvised Explosive Device Defeat Organization and the Rapid Equipping Force.

■ GEN Daniel B. Allyn, commander of U.S. Army Forc Command, said as the budget gets tighter, the Army ca put only one regionally aligned BCT through a decisive a tion training rotation this year. "The vision for region alignment would have us train every unit to decisive actic capability. That may not be possible in our current fiscal e vironment, so we [may] train them to their assigned mi sion and not to full capacity. We may have to take that a proach with our regionally aligned forces in the near term he said. The plan is to put the 4th BCT, 1st Infantry Div sion, through a decisive action training rotation because th 4th BCT will replace the 1st Division's 2nd BCT as the r gionally aligned BCT for Africa this year. Decisions still be made about the current budget will determine wheth the Army can increase the number of BCTs going throug decisive action training rotations to seven.

■ The Army will establish a new Resiliency Directora under the Army G-1 to evolve resiliency concepts into tang ble actions that commanders can take while making a cu tural shift toward resiliency throughout the Army in the lor term.



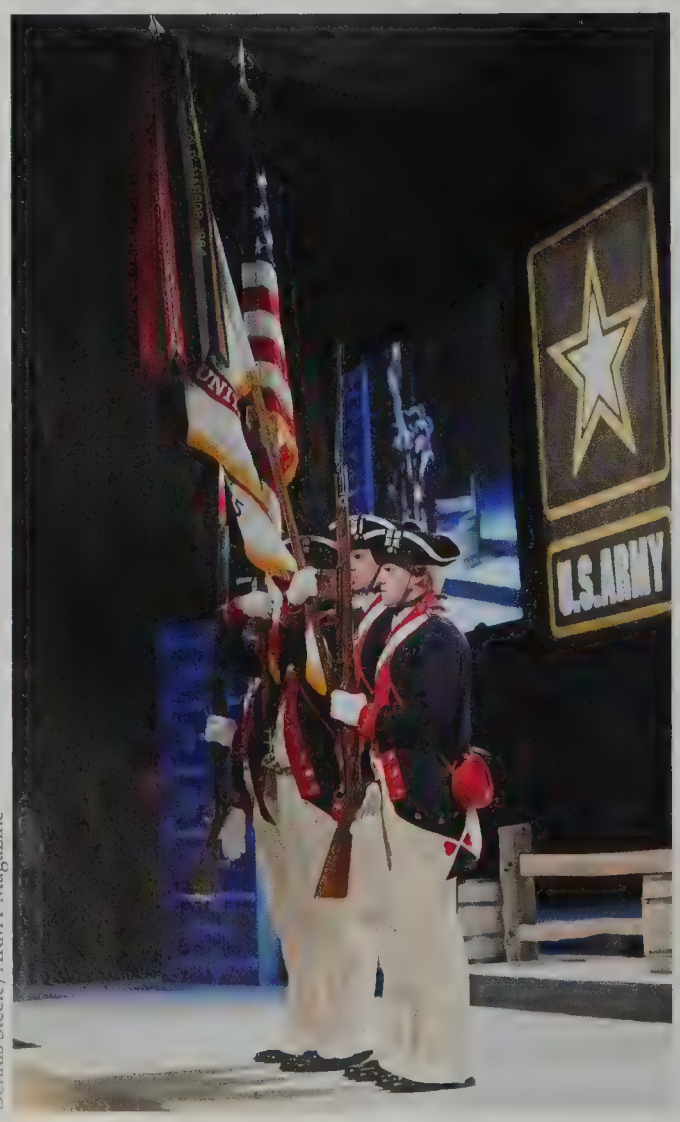
Dennis Steele/ARMY Magazine

■ The Army has lost about 1 percent of its civilian medical pr fessionals—physicians, nurses an technicians—because of their co cerns about furloughs and futu budgets.

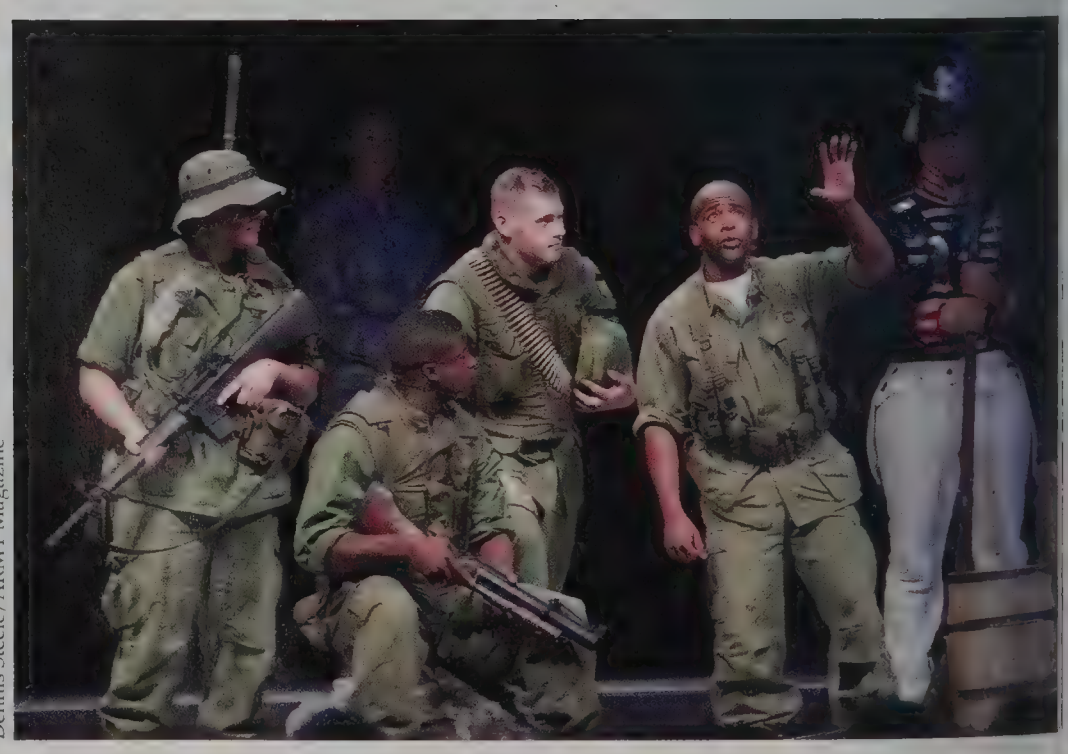
In his address at the Annual Mee ing's opening ceremony, Secreta McHugh detailed the Army's fina cial issues:

"There are a number of topi that I should touch upon today, b it's really impossible to begin wit out discussing the governme shutdown, sequestration, the Bu get Control Act; in short, the ge eral state of the Army's fisc house," he began.

Right and lower right: Soldiers from the Old Guard perform at the opening ceremony to honor the Army's contributions to the nation throughout American history. Below: The U.S. Army Color Guard presents the colors to begin the opening ceremony.



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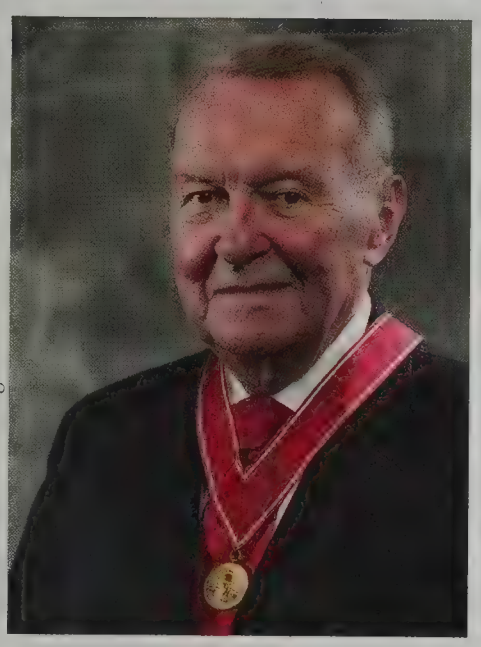


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AUSA 2013 award recipients, clockwise from top left: GEN Louis C. Wagner Jr., U.S. Army retired, GEN Creighton W. Abrams Medal; CSM Andrew McFowler, U.S. Army retired, SMA William G. Bainbridge Medal; BG Richard S. Miller, U.S. Army National Guard retired, LTG Raymond S. McLain Medal; former Secretary of Defense Robert M. Gates, George Catlett Marshall Medal; COL David A. Beckner, U.S. Army retired, MG Anthony J. Drexel Biddle Medal; and CSM W. Douglas Gibbens, U.S. Army Reserve retired, MG James Earl Rudder Medal.

"The Army—and in fact, the entire Department of Defense—knew full well that at some point, as then-Secretary [of Defense Robert M.] Gates stated, the gusher was going to be turned off. We knew that our budget fortunes, just as they had done in every post-conflict period in our nation's history, were likely to be reversed. But at that same time, we also had—or we thought we had—the opportunity, the time, to get it right. Unfortunately, on that last point, it turns out we were wrong.

"In some ways … the way we have managed what most would agree is an unmanageable situation has really caused us, in part, to become victims of our own success. How did we get to that position? It was also Secretary Gates who challenged us—well, he directed us, really—to find and to cut $100 billion in spending over five years and then to use those efficiencies—to use those cuts—to reinvest in other, higher-priority programs. And we did that. … We set ourselves on a new course, one of more efficient operations, one of wiser investments. And we continued on that path of responsible and prudent reductions under Secretary [of Defense Leon E.] Panetta, establishing for ourselves a glide path that, if properly executed, would better ensure that we would not jeopardize current operations or, equally important, longer-term readiness.

"And, of course, then something happened," he said. Something happened called sequestration. Something that Secretary Panetta observed 'was so bad, no one in their right mind would let it happen.' Well, apparently the right minds were out of town that day. It did happen.

"We are making every possible adjustment in these random, across-the-board reductions; adjustments that have helped us better prioritize our most pressing needs. But—I want to be very frank here—for all of our efforts, for all of the hard work that everyone has put forward, the current and the ongoing fiscal realities have extracted a great cost, not just in financial terms, but cost in real-world programs, real-world preparedness and real-world manpower."

He warned, "I wish I could promise … that better days lie ahead. Sadly, truthfully, I just can't. The indiscriminate nature of sequestration has already forced significant declines in readiness, and I know you've heard about it. I've heard from commanders who tell me that Humvees, Bradleys and tanks are sitting idle because of a lack of funds for driving, training and fires. Soldiers aren't getting properly qualified on their M4s unless they are preparing to deploy. Soldiers who don't get to shoot? Don't get to train? It really does bring back those pictures of World War I with recruits working out with broom handles and sticks because they didn't have the real weapons to train with.

"And there's more. Just weeks ago, the [Deputy Chief of Staff] G-4, LTG Ray[mond V.] Mason, warned Congress of the growing inventory of equipment in need of repair from



Attendees listen to remarks during the Institute of Land Warfare (ILW) Contemporary Military Forum "Building the Army's Cyber Forces … Globally Responsive, Regionally Engaged." ILW offered nine forums during the Annual Meeting. AUSA also presented four family forums during the meeting.

the ravages of war in Afghanistan: 800 vehicles, 2,000 weapons, 32 helicopters, some 10,000 pieces of communication gear, unrepaired and unavailable. Sequestration cost the Army $1.7 billion for reset just in fiscal year [FY] 2013. So what did we do? Well, we pushed most of those projects into this year, FY 2014. And now, here we are, nearly a month into FY 2014 and still lacking sufficient funds and people to carry out fully this critical work. In short, we were forced to rob Peter to pay Paul; and then Paul got furloughed."

He said, "For 25 of the 49 months I've been Secretary of the Army—more than half the time I've been here—the Army has been funded not by set budgets but by continuing resolutions. In fact, there hasn't been a full year's appropriation adopted on time for us since 2007. And continuing resolutions, while far better than the alternatives of shutdowns and no funding, are simply not a substitute for actual appropriations. They're designed to be stopgap measures; all they do is allow the government to keep functioning, or perhaps disfunctioning, as it were.

"Regardless of how large or how small the Army and its budget become, I promise you … we will do everything we possibly can to maintain balance, to ensure an adequate and an appropriate mix of manpower, training and equipment. Through it all, we will remain globally responsive, we will remain regionally engaged, and we will provide combatant commanders with versatile and well-trained forces both for ongoing and contingency operations. And we will do that even while making modifications to structure, organization and processes. We happen to believe that a smaller—but well-equipped and highly trained—Army is better able to meet contingencies than a large force without sufficient training, without modern equipment, or without the people to use it. We will constantly endeavor to chart the wisest path; but I want to tell you, in this unreasonably constrained fiscal environment, even the wise path will be treacherous," Secretary McHugh concluded.

Throughout the course of the Annual Meeting, Army leaders also fought back against the assertion by some in Congress and a knot of defense analysts that land forces themselves are outmoded. Those who argue against landpowe say that advanced technology enabling air and sea weapor systems can carry the whole national defense and groun forces can be jettisoned to pay for that technology, thereby re egating ground force involvement to the pages of history.

History, however, is the greatest argument against thos assertions, according to the final speaker of the 2013 Ar nual Meeting. Former Secretary Gates said in his accep tance speech for the George C. Marshall Medal, AUSA highest award, that history *must* influence the decisions c policymakers.

"Today, the tide of war is passing—or so we are told—an the country's attention for much of the citizenry, the medi and for many elected officials, has largely shifted elsewher It's too easy to forget that there are still tens of thousands c troops serving in Afghanistan, too easy to forget the tremer dous sacrifices that led to the security progress of recer years. As we transition from a decade dominated by Afghar istan and Iraq, it is necessary to think anew about the rol size and the capabilities of the U.S. military," Gates said.

He noted that defense "experts" vowed that the U.S. mil tary would "never again try to fight a full-scale insurgency following the Vietnam War, and that we now hear the sam claim again. "Those who now assert we will only fight ce tain kinds of wars in the future forget history and the rea ity that our enemies always have a vote, as do future pres dents. The further reality is that our record since Vietnam i predicting where the United States will be militarily en gaged next, just six months out, is perfect. … We've neve once gotten it right.

"It is always fashionable among military thinkers an armchair strategists regularly to proclaim a new age of wa fare," Gates added. "One such prognosticator wrote tha modern wars will, and I quote, 'be decided by navies and a forces … while ground forces assume the subordinate role That was written on September 21, 1941. Similar views ar being expressed today. When it comes to predicting futur

conflicts—what kinds of fights there will be and what capabilities will be needed—we need more humility, more open minds, less certitude and more familiarity with history."

Gates said, "Further, remarkable advances in precision munitions, sensors, information, satellite technology and more can make us overly enamored with the ability of technology to transform the traditional laws and limits of war. … War has become for too many—among the American public, as well as defense experts, members of Congress and executive branch officials—a kind of arcade video game or action movie—bloodless, painless and odorless. In reality, war is inevitably tragic, inefficient and uncertain. Military leaders—and especially senior civilian officials—should be skeptical of systems analysis, computer models, game theories or doctrines that suggest otherwise."

Gates advised that these leaders should be skeptical of "notions of future conflict that aspire to upend the immutable principles of war: where the enemy is killed, but our troops, and innocent civilians, are spared; where wars are confidently predicted to be short; and where adversaries can be cowed, shocked or awed into submission instead of being tracked down, hilltop by hilltop, house by house, block by bloody block."

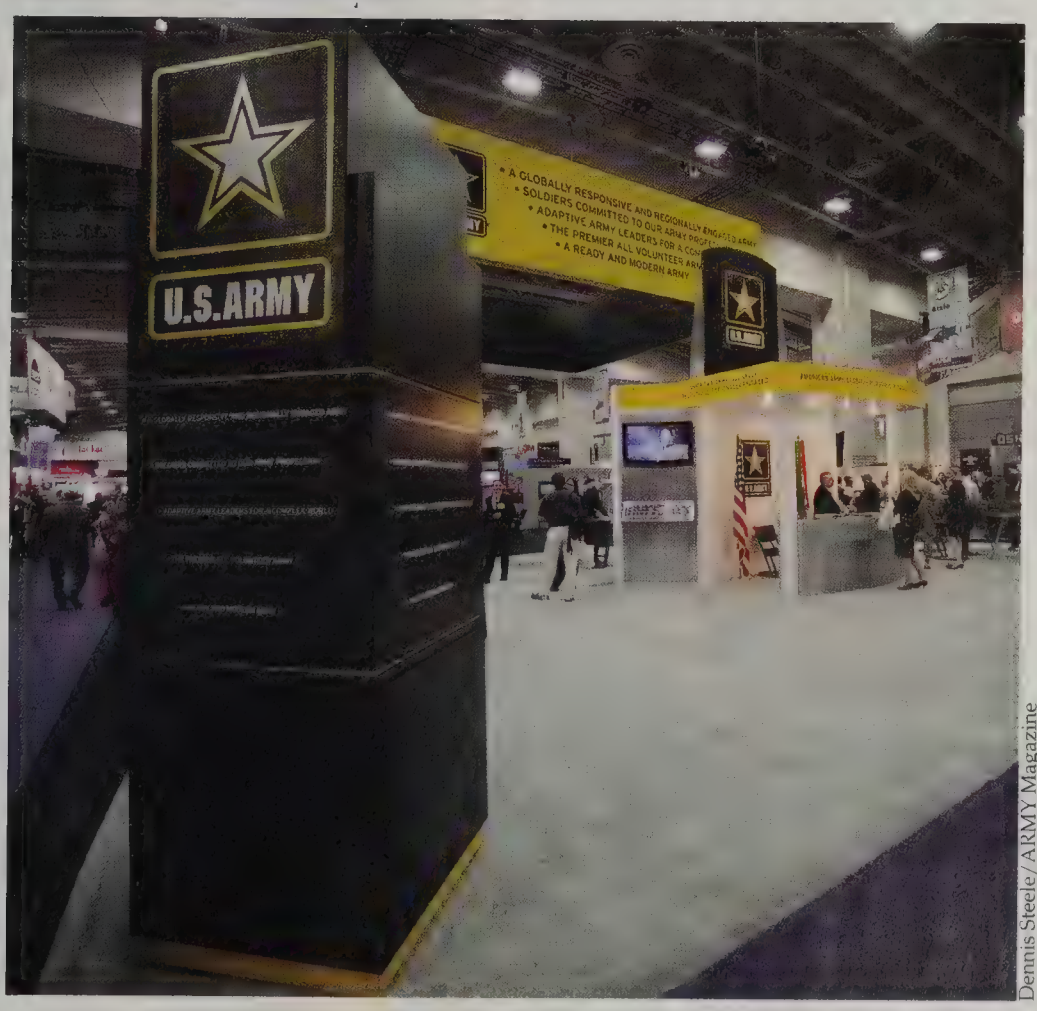
GEN Odierno said simply that the concept behind trading ground forces for technology is "naive." He delivered the keynote address at the Dwight D. Eisenhower Luncheon on the second day of the Annual Meeting.

"For much of the last two years, we've been heavily focused on the budget—we've had no other choice. We've had to grapple with unprecedented fiscal uncertainty," he said.

"There are many who are concerned about the role of the Army in the future. The bottom line is that the Army always has played, and always will play, a significant role in our Joint Force. We can't afford to stand still, and now is not the time to take our eye







Exhibits at the 2013 Annual Meeting, clockwise from left: the ScanEagle-A unmanned aerial vehicle; the U.S. Army display; and the Avenger Multi-Mission Launcher.

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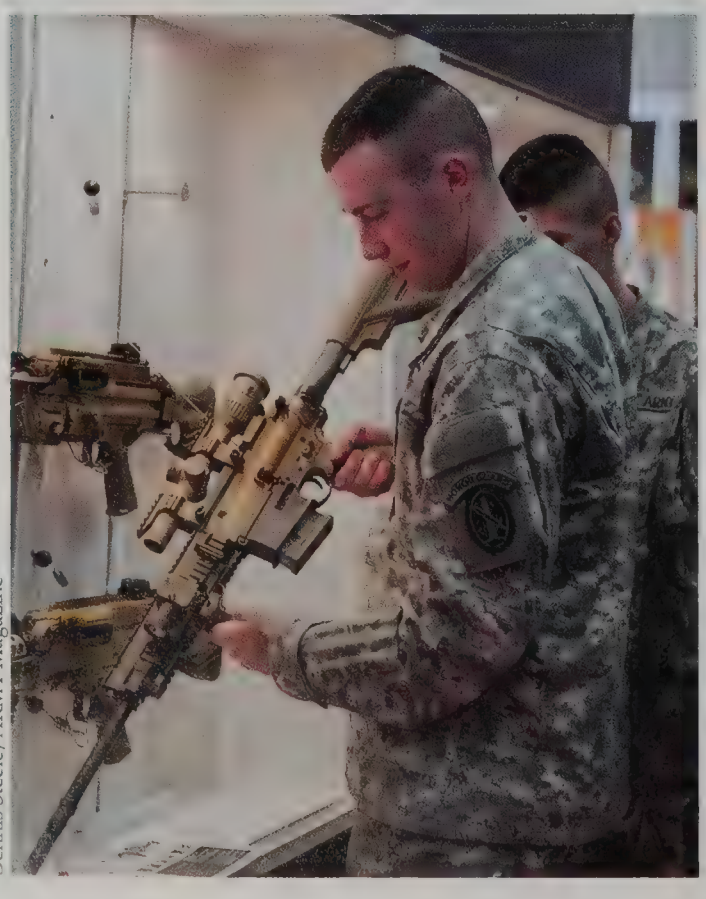
off the ball. Whatever the size of our budget, whatever the size of any future Army, our political leaders and the American people expect our soldiers to be ready for the next security challenge. Therefore, over the next two years, we will move out on implementing the institutional reforms necessary to ensure the soldiers of today are prepared to fight and win tomorrow."

GEN Odierno continued, "The Army will remain the most highly trained and professional all-volunteer land force in the world, uniquely organized with the capability and capacity to provide expeditionary and decisive landpower to the Joint Force, ready and capable to perform across the spectrum of conflict and across the range of military operations to prevent conflict, shape the current and future security environment, and, if necessary, win in support of our national security objectives. We will do that if we are needed today, but also against emerging threats of the future. To accomplish this vision, we will focus on five strategic priorities for the future: developing adaptive Army leaders for a complex world; building a globally responsive and regionally engaged Army; providing a ready and modern Army; strengthening our commitment to our Army profession; and, last but not least, sustaining the premier all-volunteer Army.

"As we come out of Afghanistan, or as we continue to reduce our presence in Afghanistan, we will expand our regional alignment forces across the force," he said. "Our brigades will cyc through a regional alignment rotation under combata command support and control. In doing so, we will rei force the notion of gaining local and regional knowledg build the readiness of our forces, and most importantl build the readiness of our allies. We will meet the needs our combatant commanders to prevent conflict and sha their environment and, when necessary, will be available fight and win decisively anywhere in the world," he said.

"Essential to any army's success will be our readine and our modernization," GEN Odierno continued. "W must invest both time and resources organizing, trainir and equipping the force to rapidly deploy, fight, sustain self and win against complex state and nonstate adversari in austere environments and in rugged terrain. We will r build the Army's combined arms maneuver and wide-ar security capabilities by reinvesting in our combat trainir





Dennis Steele/ARMY Magazine



Dennis Steele/ARMY Magazine

Exhibits at the 2013 Annual Meeting, clockwise from right: the Raider variant, V-280 Valor helicopter; an entrant in the Joint Light Tactical Vehicle competition; and a soldier examining a sniper rifle.

centers, the best centers of their kind in the world. The combat training centers will once again become the centerpiece of training our brigade combat teams and support units for decisive action. We will reinvigorate home station training using live, virtual and constructive capabilities that provide tough, realistic scenarios to build soldier, leader and unit competency over time. We will also capitalize upon multi-echelon, joint and multinational command post exercises, staff rides, simulations and Mission Command training program events to build regionally capable joint forces land component commands and joint task forces," GEN Odierno said.

"Our modernization programs will remain centered on ensuring that the American soldier remains the most discriminately lethal force on the battlefield. We will prioritize the procurement of proven technologies that enhance soldier and unit lethality, their survivability, their mobility, and network functionality, and improve our premier ground and air combat system. Science and technology investments will seek to maximize the potential of emerging game-changing technologies. It is imperative that we prepare Army units for emerging missions in space, cyberspace, missile defense, counter-WMD [weapons of mass destruction] and WMD-elimination missions," he said.

"Our overwhelming success as an Army has led many to believe that our nation's best young men and women will always be willing to serve. However, we must be mindful that we must always have the ability to recruit and retain the best, and this is directly linked to how we honor the service and sacrifice of our soldiers, our veterans, our retirees, our wounded warriors and their families. We are extremely grateful for the high-quality care and compensation our nation has shown to our Army over the last decade; however, compensation costs remain at historic highs and are going even higher. Currently, 46 percent of the Army budget is dedicated to compensation, and today that figure is projected to increase to 80 percent by 2023. As we go forward, we must develop compensation packages that reduce future costs but at the same time recognize our soldiers and their families for their commitment and sacrifice. We must make choices that preserve the high quality of our force but allow the all-volunteer Army to remain affordable," GEN Odierno advised.

Gates, continuing his Marshall Dinner speech that ended the 2013 Annual Meeting, said, "What I now regard as the biggest threat to U.S. national security [is] the political dysfunction within the few square miles of Washington, D.C., encompassing the White House and Capitol Hill. American politics has always been a shrill and ugly business going back to the Founding Fathers. But as a result of a number of polarizing trends, we now have lost the ability to execute even the most basic functions of government.

"I don't need to explain to this audience the damaging consequences of sequestration. There may be a more stupid way to cut the budget, but I can't think of one. My worry is that the White House, Congress and the general public will not grasp the consequences of massive and mindless defense cuts because of sequestration in the form of cancelled training, deferred maintenance, delayed modernization, and the massive loss of experienced young officers and NCOs, until it's far too late."

Gates concluded with this advice: "I have steadfastly supported 'soft' power—diplomacy and development—but we must never forget the ultimate guarantee against the success of aggressors, dictators and terrorists in the 21st century, as in the 20th, is hard power—the size, the strength and global reach of the United States military." ★



U.S. Army/Lisa Ferdinando



Dennis Steele/ARMY Magazine

Above, the George Catlett Marshall Medal presentation (left to right): Thomas W. Rabaut, deputy chairman of the AUSA Council of Trustees; former Secretary of Defense Robert M. Gates; and AUSA President GEN Gordon R. Sullivan, U.S. Army retired. Left: Medal of Honor recipient (and former Army captain) William D. Swenson, who attended the 2013 Annual Meeting.

Army Captain Awarded Medal of Honor

In an October ceremony at the White House, former CPT William D. Swenson became the first Army officer since the Vietnam War to receive the Medal of Honor, the nation's highest award for battlefield gallantry.

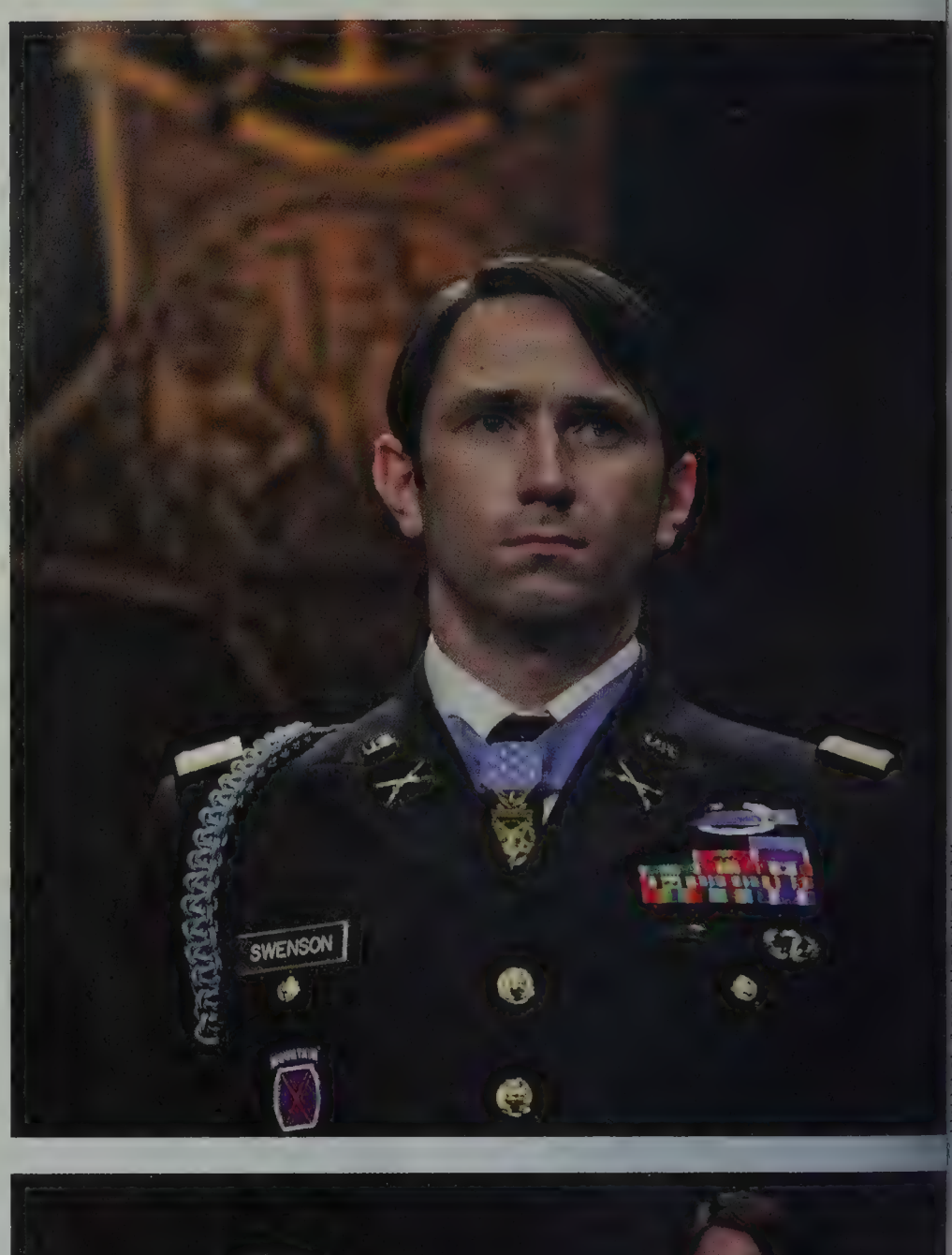
In September 2009, Swenson was on his second tour in Afghanistan, serving as an embedded advisor to the Afghan Border Police, Combined Security Transition Command-Afghanistan, in support of the 1st Battalion, 32nd Infantry Regiment, 3rd Brigade Combat Team, 10th Mountain Division (Light Infantry). On September 8, some 60 Taliban insurgents ambushed his unit in the Ganjgal Valley of eastern Afghanistan's Kunar Province.

Swenson returned fire and coordinated and directed the response of the Afghan Border Police as the enemy attacked from three sides with a barrage of rocket-propelled grenades along with mortar and machine-gun fire. At the same time, he tried to call in suppressive artillery fire and air support. As the insurgents closed in, Swenson coordinated air assets and indirect fire support. Upon learning that his NCO was wounded, Swenson braved enemy fire to administer aid. He radioed for a medevac and then risked his life once again to help transport the casualty to the helicopter. Swenson repeatedly exposed himself to enemy fire to recover the wounded and search for missing members of the team, including three Marines and a Navy corpsman. He worked with Marine Corps Cpl. Dakota Meyer, who received the Medal of Honor in 2011 for his actions in the six-hour battle.

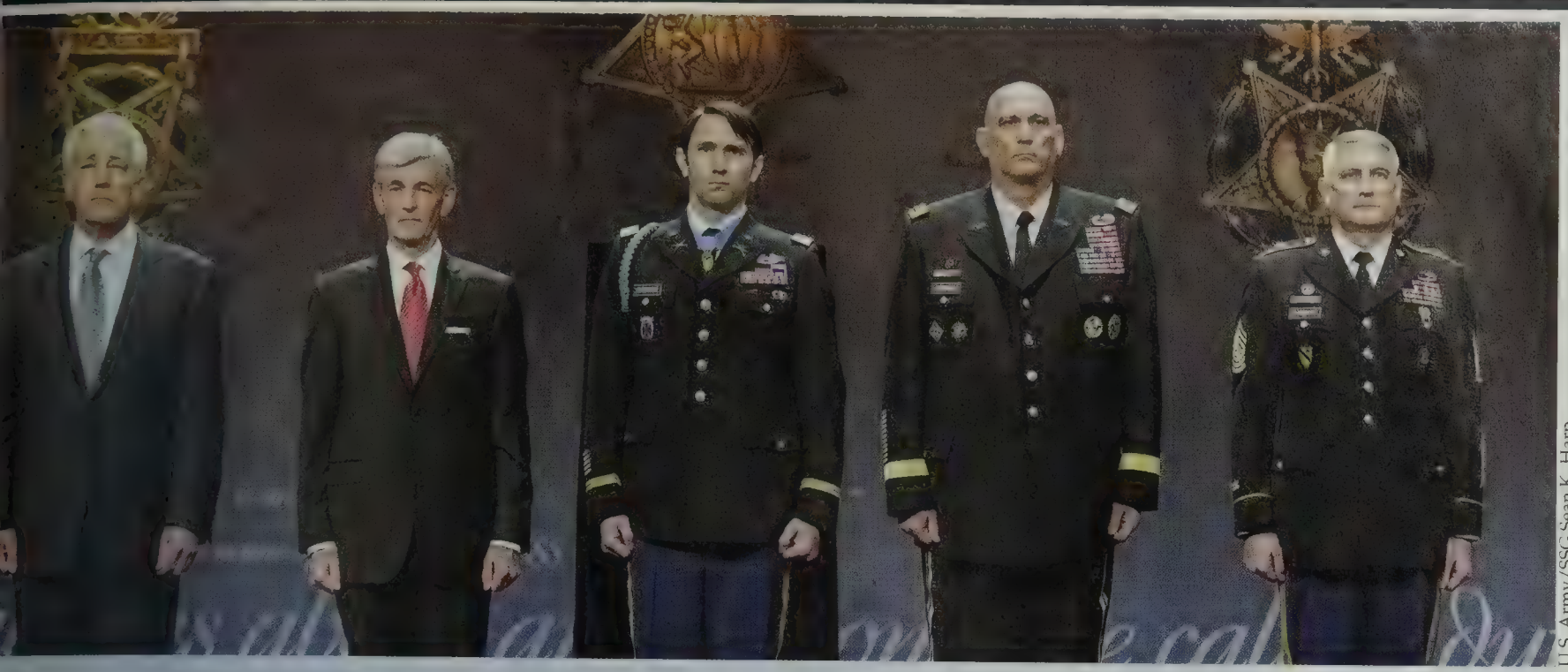
The day after the White House ceremony, Chief of Staff of the Army GEN Raymond T. Odierno, Secretary of the Army John M. McHugh, Secretary of Defense Chuck Hagel and SMA Raymond F. Chandler III inducted Swenson into the Hall of Heroes at the Pentagon. Swenson's comments were brief on both occasions.

"The value of an award," he said, "is truly what we as a nation put into it, what we value it as. This award is earned with a team of our finest Marines, Army, Air Force, Navy and our Afghan partners standing side by side. Now that team includes Gold Star families who lost their fathers, sons and husbands that day. This medal represents them—it represents us."

Swenson, 34, lives in Seattle. He separated from the Army in February 2011. ★







U.S. Army/SSG Sean K. Harp



U.S. Army



U.S. Army



U.S. Army

Opposite top: Former CPT William D. Swenson was awarded the Medal of Honor in October for his actions during the Battle of Ganjgal in Kunar Province, Afghanistan, in September 2009. Opposite bottom: Secretary of the Army John M. McHugh presents former CPT Swenson with his framed Medal of Honor citation at a ceremony inducting Swenson into the Pentagon Hall of Heroes. Top (from left): Defense Secretary Chuck Hagel, McHugh, Swenson, Army Chief of Staff GEN Raymond T. Odierno and SMA Raymond F. Chandler III stand during the Hall of Heroes ceremony. Above left: CPT Swenson attends a premission briefing in Afghanistan in March 2009. Above: CPT Swenson aboard a Black Hawk helicopter. Left: CPT Swenson (center) conducts an Afghan Border Police humanitarian aid airdrop to a remote mountain village near the Pakistani border.

A Fight Worth Remembering

The Battle Of the Bulge



U.S. Army Signal Corps

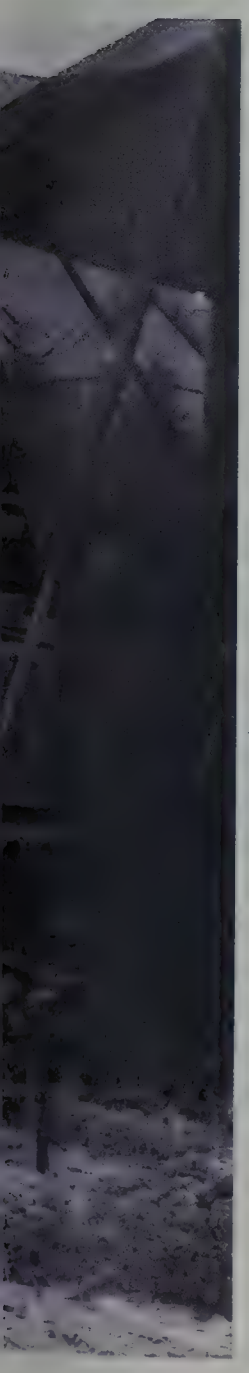
By COL Kevin W. Farrell
U.S. Army retired

The Allied landings at Normandy on June 6, 1944, remembered today as D-Day, remain the most recognizable campaign of World War II for most Americans. As the "Greatest Generation" moves on, this perception will strengthen. The lasting impact of blockbuster Hollywood films and the powerful mental image of a great fleet launching an invasion to liberate a continent continue to dominate our understanding of World War II. Next June, there will be numerous 70th anniversary tributes celebrating D-Day. In comparison, 70th anniversary commemorations of the Battle of the Bulge, the U.S. Army's greatest victory, will most certainly be fewer than those focused on D-Day. What is needed is to put some perspective on the Battle of the Bulge and place it back on center stage.



U.S. Army Signal Corps







U.S. Army Signal Corps

Clockwise from left: 101st Airborne Division soldiers exit the town of Bastogne, Belgium, on New Year's Eve, 1944; soldiers of 1st Battalion, 157th Regiment, 45th Division, man a machine gun at a roadblock near Bastogne; a Sherman tank is readied to repel a German advance in the Ardennes near Manhay, Belgium.

The Battle of the Bulge involved a large number of American soldiers and was arguably the most desperately fought battle in our history, yet it grows increasingly obscure. In addition to being the largest and bloodiest battle in American history, more than any other it demonstrated the emergent capability of the U.S. Army as it withstood the full, final offensive of a German war machine desperate to reverse the tide in a war that had turned inexorably against it. Although there were notable shortcomings—first, an intelligence failure second only to Pearl Harbor and second, disastrous battlefield performances by some



U.S. National Archives

A German soldier carries a full ammunition belt during the Battle of the Bulge. German armed forces on the Western Front grew to number more than 1.3 million men in December 1944.

U.S. Army units, most notably the 106th Infantry Division—overall, this battle demonstrated that five months of continuous combat in Western Europe had transformed the U.S. Army into a force capable of matching the *Wehrmacht* on its own terms. For the U.S. Army, therefore, the Battle of the Bulge should be remembered as perhaps its greatest chapter in a very proud history.

Nazi Germany's Desperate Situation

By December 1944, World War II had been raging in Europe for more than five years. Nazi Germany's spectacular military victories from 1939–1941 were distant memories. Unable to defeat Great Britain, Adolf Hitler sought final victory and culmination of his diabolical designs in the east, launching the largest invasion in world history : June 1941 against the Soviet Union. Following astonishir initial victories, Hitler experienced his first major defe which occurred outside Moscow before Christmas 194 Renewed offensives in 1942 brought Hitler's empire to i maximum size, but military disaster at Stalingrad in Febr ary 1943 permanently changed the strategic context of t war. Germany's July 1943 offensive, Operation Citadel, i cluded the largest armored battle in history near Kurs but it failed, and with it so did Hitler's opportunity for vi tory over the Soviet Union.

By autumn 1944, Germany was clearly losing the war—was simply a question of when, not if. Allied armies we steadily advancing from three directions. The Allies had r taken North Africa, Sicily, and southern Italy in 1943, co tinuing a slow but deliberate advance northward and cros ing the Arno River by August 1944. On the Eastern Fror the Soviet juggernaut continued to roll relentlessly wes ward, inflicting massive casualties on the German *Weh macht* and suffering even more of its own in the proces The colossal Soviet offensive of June 1944, Operation Bagr tion, inflicted the greatest defeat ever suffered by the Ge man army—30 divisions annihilated—and it was punct ated with the attempted assassination of Hitler that July. E any measure, *Wehrmacht* casualties on the Eastern Fro were staggering: From June 1941 to May 1944, Germa lost an average of 60,000 men per month. Although the sit ation stabilized by autumn 1944, it was obvious that a fin unstoppable Soviet onslaught was inevitable in 1945.

In the west, the landings at Normandy on June 6, 194 changed the strategic situation further in favor of the Allie In July, the Allies broke free from the Normandy *bocage* an destroyed the *Wehrmacht* in France that August at Falaise. second invasion in southern France, Operation Dragoo also in August 1944, complemented the drive to the wes ern border of the Third Reich. It seemed the war woul soon be over. Even though Operation Market Garden– British Field Marshal Bernard Law Montgomery's darin plan to end the war before Christmas through an airbor spearhead into Holland—failed, the Allied war machin appeared to be unstoppable.

The dreadful strategic position of Germany was furth weakened as its major cities received daily bombing raic that reduced them to rubble: the Americans by day and th British by night. The German navy was trapped in a fe Axis-held ports while U-boats had been rendered largel ineffective through Allied advances in technology and ta tics. The few, pitiful allies that Nazi Germany once had i Europe were all gone as 1944 neared its end.

As the combined industrial and military might of the A lied armies—united in purpose, confident in the justness their cause, vastly improved in proficiency and fully mot vated to stop the unspeakable horrors of Nazi Germany– steadily closed in on a shrunken Third Reich, most viewe final victory as just around the corner. Surrounded an alone, Nazi Germany appeared to be on its last legs. Unfo tunately, Hitler had a vastly different strategic vision.

***COL Kevin W. Farrell**, USA Ret., Ph.D., is the former chief of military history at West Point. He commanded a combined arms battalion in Iraq, and his most recent book is* The Military and the Monarchy.

Wacht am Rhein: Germany's Last Offensive in the West

On September 16, 1944, the day before Operation Market Garden, at his headquarters near Rastenburg, East Prussia, Hitler announced his decision to stage a major counterattack. Despite the gross imbalance of forces in the west—55 German divisions faced 96 Allied divisions with 10 more en route from England—Hitler believed a lack of supplies (especially fuel) and the absence of functioning deepwater ports weakened the Allied situation. He was convinced a surprise attack toward Antwerp would split the Anglo-American alliance and a major defeat would force the Western Allies into a separate peace. Recognizing the precariousness of the Allied logistics, he incorrectly believed relations between the Americans and the British were strained and that Americans made poor soldiers. With the Western Front secure, "wonder weapons" (jet aircraft, super-heavy tanks and improved U-boats) would reinforce the final effort to defeat the Soviet Union.

The plan, deceptively code-named *Wacht am Rhein* (Watch on the Rhine), depended on three great armies, two of them panzer. Launched from the Ardennes Forest near the start point of the 1940 invasion of France, the 1944 plan included an elaborate deception, Operation Greif (Griffin), with Germans dressed as Americans operating behind Allied lines. Fog and miserable weather would ground the vastly superior Allied airpower. Surprise was essential. Hitler assured his generals that sufficient assets would be available to spearhead the offensive, and he refused any reductions to the plan.

Despite the military situation and deep skepticism of Hitler's generals, the *Wehrmacht* on the Western Front increased to more than 1.3 million men in December 1944. Three armies advanced westward along a 60-mile front. About 400,000 troops, 1,400 tanks, 2,600 artillery pieces and 1,000 aircraft faced a thin sector: four American infantry divisions and a partial armored division possessed some 83,000 men and 400 tanks. American units were either new arrivals and therefore "green," or were refitting following previous hard-fought engagements. The Germans achieved complete surprise.

The Sixth Panzer Army—the main effort—attacked along a route now known as the northern shoulder. Led by Hitler's favorite commander, SS Gen. Josef Dietrich, a crude but experienced armor officer, the Sixth Panzer Army attacked along five preplanned routes. With four SS panzer divisions, a parachute division and four infantry divisions, Dietrich's army had to advance toward Antwerp and seize important crossing points before the weather cleared and American airpower could be brought to bear. Virtually from the start, however, Dietrich's attack lagged well behind its optimistic schedule because of unexpectedly stiff American resistance and abysmally poor road conditions.

To the south, Gen. Hasso von Manteuffel's Fifth Panzer Army attacked as a supporting effort to the Sixth Panzer Army. Manteuffel came from a long line of distinguished Prussian army officers, making him suspect in Hitler's eyes, but the general's extensive experience and expertise as a tactician made him invaluable. With four army panzer divisions and four infantry divisions, his attack route ran through the Belgian cities of Bastogne and Brussels, reinforcing the drive toward Antwerp. Just below this southern shoulder of the "bulge"—the dent the German forces made in the Allies' line—Gen. Erich Brandenberger's Seventh Army attacked to protect the left flank. With only four infantry divisions and substantial artillery, its mission was mainly protective.

A Great Chapter of American Military History

Despite an initial local advantage, the German surprise attack failed almost from the start, mainly because of determined American resistance. In the north, the German main effort struggled against the 2nd Infantry Division, a veteran unit refitting, and the 99th Infantry Division, an outfit that had recently arrived from the United States. Hard fighting by both divisions doomed the entire attack because it delayed the German timetable. American front-



U.S. Army

A gun crew assigned to the 217th Antiaircraft Artillery Battalion readies the "Black Widow" 90 mm antiaircraft gun to fire at an enemy plane sighted outside Bastogne. The engagement between American and German forces at the crossroads town lasted about one week.



A civilian casualty picks his way through the rubble of the Belgian town of La Roche-en-Ardenne in January 1945. Allied bombing raids helped liberate it from the Germans but destroyed much of it in the process.

line units were quickly overrun, but isolated troops fought heroically against overwhelming odds. A telling example was an 18-man intelligence and reconnaissance platoon from the 99th Infantry Division commanded by LT Lyle Bouck Jr., that held off the spearhead of the entire German Sixth Panzer Army for almost a full day. Bouck's platoon remains the most decorated platoon in World War II, and its performance reflects the best of the U.S. Army engaged during the Battle of the Bulge.

Securing the Elsenborn Ridge to protect the northern flank of the German drive was essential to the German plan. Inspired command decisions—especially by 2nd Infantry Division commander MG Walter M. Robertson at the twin villages of Krinkelt and Rocherath—further impeded the German advance. Hard-fought battles at Trois Ponts, Stavelot and La Gleize permanently halted the northern German attack. By December 19, *Kampfgruppe* Peiper, spearhead of the Sixth Panzer Army, was surrounded as GEN Dwight D. Eisenhower committed the theater reserve, the elite 82nd Airborne Division. Widespread individual heroism, combined with outstanding leadership at all command levels, defeated the best the *Wehrmacht* could muster. In three difficult days, the U.S. Army had met and overcome the greatest challenge it would face during the war in Europe.

The German attack to the south by Manteuffel's Fifth Panzer Army, though intended to be a supporting effort, met with greater success. Manteuffel trapped most of the 106th Infantry Division, causing the greatest American defeat in the European Theater when approximately 9,000 soldiers surrendered. Seizing St. Vith after bitter fighting and surrounding Bastogne, the supporting effort became the main effort as its success surpassed that of the army to its north.

Following the collapse of the 106th Infantry Division fierce resistance, once again combined with superb com mand decisions, halted the German offensive along th southern shoulder as well. Although the Germans ultimatel seized the vital road junction at St. Vith, BG Bruce Clarke c the 4th Armored Division assumed command of scattere American units—remnants of the 7th and 9th Armored Div sions, the 28th Infantry Division, and the sole surviving reg ment of the 106th Infantry Division—and brilliantly cor tained the German advance. Even though the German captured St. Vith, they did not do so until December 21, fou days later than planned. By Christmas Eve, the German ad vance in the south was halted, and the 4th Armored Divisio relieved the defenders of Bastogne on the 26th.

The weather improved on December 23, allowing Allie airpower to pound German positions as American rein forcements, most notably GEN George S. Patton Jr.'s Thir Army, poured into the region. Victory came with a stee price, though. The bulge was not fully cleared until earl February 1945, and Allied and German casualties incurre in reducing the salient exceeded those of the initial attack American casualties totaled about 80,000 men, of whom 19,000 were killed. German losses neared 85,000.

Historical debates remain, primarily about an intelli gence failure that enabled the Germans to attack with com plete surprise. Nothing, however, should diminish the fac that the Battle of the Bulge was not only the greatest an bloodiest battle in the history of the U.S. Army, but that also was the Army's finest battlefield performance on suc a grand scale. ★



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Belgium

By MAJ John W. Davis
U.S. Army Reserve retired

Belgium is virtually always overcast. The Ardennes Forest is dense with evergreen pines, which trick the eye toward twilight when they appear black. A gloomy fog coats the riverbeds each morning and is slow to lift because the sun seldom penetrates the gray shroud of sky. This is a dark land where belief in mysterious legends is common.

This is what Allied troops faced so many winters ago. November 1944 brought perhaps the worst rains in memory to the Ardennes. The few roads through it were sucking bogs of mud.

In 47 years, little had changed. My family and I went to Bastogne to visit the place where my wife's father, SGT Duane L. Tedrick, once fought in the titanic Battle of the Bulge. Few markers indicate where, under heavy clouds, about a quarter of a million German soldiers in their armored columns secretly assembled. Modern German highways skirt the once-famous Siegfried Line. This is an actual physical line in the fields composed of thousands upon thousands of tremendous concrete blocks. These blocks stand six across and stretch for hundreds of kilometers. They mark the old eastern German frontier and were meant to stop tanks. In places, one can walk among these "dragon's teeth."

Behind this barrier, named for the mythic King Siegfried, Adolf Hitler planned a counteroffensive that would overwhelm the Americans and throw the Allies toward the sea. His plan to strike in the third great winter since the invasion of Russia weirdly corresponded with the decisive third winter of war foretold in the legend of the *Twilight of the Gods*.

Winter came viciously that year. It was so terrible that those who looked for omens could not but be astonished at the good fortune that befell the Germans. Just as in the legend, the Teutonic heroes could arise to a conquering horn calling forth the furor of the Germanic folk. The Germans were hidden from the Allies' superior air force by the whirling rains, winds and snow. In such weather, th German legions swept across the forest.

The terror of surprise caused an early rout of the Amer cans, who surrendered or fled to the rear, offering little r sistance. GEN Dwight D. Eisenhower prepared to plug th widening gap with human clay. He called upon the 101 Airborne Division as one of the reserve elements to sto the Germans. My wife's father recalls the flurry of even as the paratroopers were trucked in and then marched t the front. Upon arrival, they spread out around the cros roads town of Bastogne.

The very place where his unit, the 2/506th Parachute In fantry Regiment, dug in is even today a pine fores Vaguely recognizable depressions mark where our Amer can ancestors prepared to meet the onslaught. It is hard t imagine now the pure panic of those days. Where toda only the occasional squirrel watches, Americans fled fo their lives, were shot down or were obliterated by the te rible German 88 mm artillery pieces. The driven, retreatin Americans who remained were rounded up by the para troopers and formed into haphazard units. The intensify ing snow finally slowed the Germans too, but by then th airborne soldiers were surrounded in Bastogne.

The weather deteriorated. Men watched one another fo signs of frostbite. My father-in-law fell dead asleep durin a break in the nearly constant fighting, and it almo proved to be fatal. When a comrade woke him, he coul no longer feel his feet. His first fear was frostbite and h became desperate. A cow, covered with lesions and there fore inedible, wandered through the area. With a .45-ca iber pistol, he shot it, then slit its belly and thrust his fe into the hot stomach. A searing pain finally hit him, and h knew he had saved himself from the horrors of frostbit Similar desperate measures were taken by other Amer cans long ago at Valley Forge.

To a squad leader like my father-in-law, the grand tactic meant nothing. His men were to dig in, watch a bit of fore



U.S Army soldiers during the Battle of the Bulge.

and kill any German who came their way, and so they did, killing and digging, on and on, over and over. The intensity of a life that could instantly end focused their attention on every sound. He recalls a particularly haunting incident that occurred shortly before Christmas 1944. Toward evening, far off in the forest, a German loudspeaker began to play American Christmas carols. Across the silent white snow, through the black trees and under the winter moon came the eerie sound of Bing Crosby's "White Christmas." The surreal music was made even more sinister when a German, speaking perfect English, said, "Good evening, American paratroopers. Don't you wish you were home now? Listen. On our Christmas menu we'll be having turkey with gravy and stuffing. Of course there will be fresh vegetables, too. Oh yes, and for you Southern boys there will be plenty of baked ham and grits on the side." This, said to a man in a frozen hole eating another K ration after days of siege, was almost unbearable. "All you have to do, Americans," the German continued, "is to walk 300 meters in our direction with your hands up, and then you can join us for the Christmas feast."

The G.I.s didn't, of course. They held on. Despite the lack of winter uniforms, the lack of armored protection and the constant killing and maiming of those they had lived beside for three years, they held on. Later they learned that they were considered the heroes of Bastogne, who withstood the German Blitzkrieg in the Battle of the Bulge.

A few days later, SGT D.L. Tedrick was blasted by a German Tiger tank shell. He was found incoherently dragging his Browning automatic rifle by the barrel as he wandered aimlessly on a path. He survived.

Before the end of January, the Allies had triumphed.

As I leaned against the hood of my car on a Belgian forest track, I tried to imagine the heroism displayed at that place by our forefathers so very long ago. Real soldiers never speak of it. Few realize it even when acting it out. Did they later realize the sacrifice they offered for those of us yet to be born?

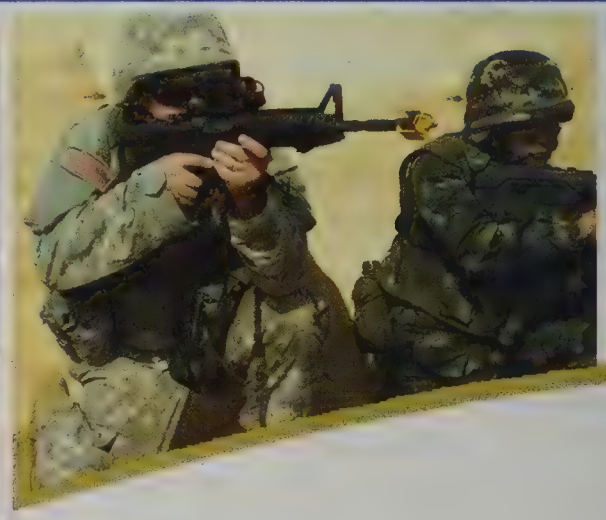
What we are today has meaning only in light of the past. What our ancestors fought for has shaped our lives. Life isn't relative. Some things are worth fighting for. ★

***MAJ John W. Davis**, USAR Ret., is a former 101st Airborne Division (Air Assault) combat arms officer, counterintelligence officer and linguist. He served during the last decades of the Cold War in counterintelligence, returning to spend the remainder of his 37-year career at U.S. Army Space and Missile Defense Command, Huntsville, Ala. He is the author of* Rainy Street Stories, *a collection of stories, essays and poems from his time spent overseas and stateside as a soldier and civil servant.*

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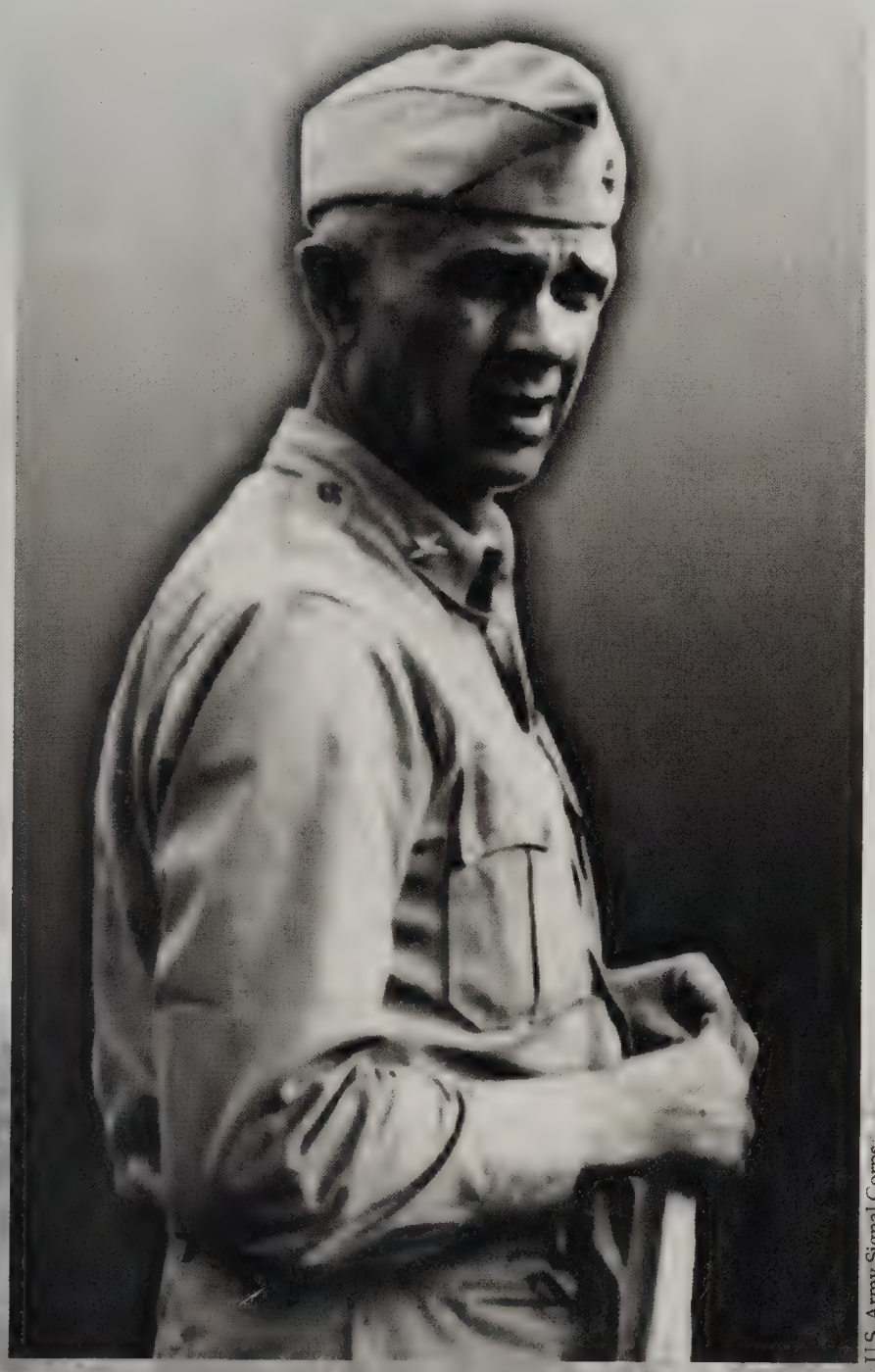
GEN MacArthur's Flawed Plans and BG Beebe's Dilemma

The Ambiguities Of Command

By COL Stanley L. Falk
Army of the United States, retired

In May 1941, LTC Lewis C. Beebe was stationed at Fort William McKinley, just outside the Philippine capital of Manila. A decorated infantry officer, he commanded the 3rd Battalion, 57th Infantry (Philippine Scouts), a regiment of the regular U.S. Army composed of Filipino enlisted men and American officers. With war with Japan looming, he had just seen his wife and young son off on the U.S. Army transport *George Washington* (also known as USS *Catlin*) as part of the general exodus of American Army dependents. He would not see them again for more than four years.

Beebe was a veteran of World War I, serving in France for seven months as regimental intelligence officer and later as the adjutant of the 30th Infantry Regiment, 3rd Division. As a 27-year-old captain, he was awarded the Distinguished Service Cross for extraordinary



U.S. Army Signal Corps

From his arrival in the Philippines as a lieutenant colonel in 1939 until the Allied surrender to the Japanese in 1942, BG Lewis C. Beebe had to balance doing his job with following orders. This photo shows Beebe when he was released from a POW camp in Manchuria.



U.S. Army Signal Corps

Philippine Scouts admire a Japanese officer's sword they claimed as they cleaned out a Japanese assault force attempting to land on the Bataan Peninsula, which shields Manila Bay.

heroism in July 1918. In the face of the tremendous artillery bombardment of the last great German offensive, Beebe carried a wounded man some 300 yards to a dressing station. He made repeated trips through the heavy shelling to repair wires shattered by the enemy bombardment and restore regimental communications. He also received a Purple Heart for his wounds that day, and the French government conferred on him the Croix de Guerre with gilt star.

After hostilities ended, Beebe served for two years in the German occupation before returning to the United States in January 1921. Among his assignments in the years that followed, he attended Army service schools as both student and instructor, graduating from the Army War College in June 1939. That fall, he was ordered to the Philippines to assume his Philippine Scout command.

When Beebe arrived in Manila, plans for the defense of the Philippines against a potential Japanese attack were still not fully developed. They were being prepared under the leadership of former Chief of Staff of the Army GEN Douglas MacArthur, who was then serving as the military advisor to the Philippine Commonwealth government. MacArthur had a limited staff but was further assisted by a few officers from the Philippine Depar ment, as the small American Army o ganization in the Philippines was de ignated. In the summer of 1940, Beeb was temporarily assigned to Philip pine Department headquarters to a sist in the preparation of the defens plan. During this period, Scout off cers and NCOs from Beebe's battalio were among those training the nev growing Philippine army upon whic MacArthur depended to defend th islands.

The defense plan—essentially, t counter a Japanese invasion of the mai Philippine island of Luzon—primaril intended to retain Manila Bay, denyin the capital city's harbor to the enem for as long as possible. The plan recog nized that Japan could invade th Philippines with much larger groun air and naval forces than the defende could muster. Accordingly, the pla stipulated that if major Japanese force landed successfully on Luzon, Amer can and Filipino units would immed ately fall back to the shelter of Bataa Peninsula, which shielded Manila Ba and was vital to its defense. There they would hold out for as long as pos sible. During the winter of 1940–4 Beebe's regiment went on maneuvers on Bataan to recon noiter possible defense positions.

The spring of 1941 saw heightened tensions be tween the United States and Japan. As the Jap anese seemed more intent on expanding thei hegemony southward, the United States grew in creasingly concerned about protecting the Philip pines. Japan's occupation of southern Indochina in lat July prompted a major American organizational and com mand change. The Philippine armed forces were calle into the service of the United States and placed in a nev organization called U.S. Army Forces in the Far East (US AFFE), along with the Philippine Department and othe American units. As the obvious candidate to comman USAFFE, MacArthur was recalled to active duty as a majo general and immediately promoted to lieutenant genera He would receive his fourth star a few months later.

MacArthur's challenging task was to organize his com mand, induct and train the Philippine army, and deplo and supply his growing forces. He quickly selected an brought together a well-qualified group of officers to staf his headquarters. One of those chosen was LTC Beebe whom MacArthur picked as his assistant chief of staff, G 4—his chief supply officer. Beebe had only limited experi ence as a supply officer, having served four months in th

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COL Stanley L. Falk, AUS Ret., Ph.D., is the author of Bataan: The March of Death *and other books and articles on World War II in the Pacific.*

G-4 section of the War Department General Staff in 1939, but he must have impressed MacArthur as a capable and effective officer.

Beebe was responsible for directing and coordinating logistical support of the USAFFE buildup. He was also charged with helping to mobilize, train and supply the still poorly armed and equipped Philippine army. There were serious shortages everywhere, and Beebe was constantly busy trying to meet requirements. He would become even busier when the Japanese attacked Pearl Harbor.

His immediate response was to begin preparations to supply USAFFE forces moving into their assigned defensive positions. Railheads were to be established, automatic supply was initiated, and troops were issued two days' rations to carry with them. The biggest problem seemed to be the shortage of transportation. Buses, trucks and other vehicles were being rounded up and assembled. "Everyone wants transportation," he noted in his diary, "and my office is having a trying time in an effort to meet demands." It was a problem that would persist indefinitely.

While the USAFFE buildup continued, the Japanese were not idle. Having destroyed the bulk of MacArthur's air forces at Clark Field and elsewhere in the first days of hostilities, they proceeded to make small landings at the tip of northern Luzon. On December 22, their main invasion force advanced ashore on the beaches of Lingayen Bay.

Contrary to the original Philippine defense plan to withdraw immediately to Bataan, MacArthur ordered USAFFE units to take forward positions and destroy any Japanese landing forces before they could establish a firm foothold. The Japanese, however, quickly overcame the weak Philippine army defenders. On December 23, realizing the inevitable, MacArthur abandoned his unrealistic plan to hold the beaches and ordered an immediate withdrawal to Bataan and Corregidor.

This posed an insuperable problem for Beebe. Initially, MacArthur had specifically directed that no supplies whatsoever should be sent to Bataan, so Beebe had moved most of what had been scheduled to go there to forward depots supporting the beach defenses. Now, he had to reverse course and shift his efforts to sending supplies to Bataan. Collecting stocks and other support materials scattered throughout central Luzon before the Japanese could overrun them would be a major undertaking. Beebe met with his quartermaster to try to figure out how to handle the situation, but with Japanese air units free to interdict movement, only a limited number of quartermaster troops to handle the job and a continued shortage of transportation, there was little that could be accomplished.

The withdrawal to Bataan was executed surprisingly well, but the same cannot be said of the frantic attempt to move supplies. In the face of the rapid Japanese advance, great quantities of fresh food and rations, ammunition, gasoline, and equipment were left behind. Some supply depots were prematurely evacuated or destroyed to deny them to the enemy. Large amounts of supplies were also left in Manila, where commercial storage tanks containing millions of gallons of gasoline were set afire.

The unsuccessful effort to withdraw supplies to Bataan and MacArthur's previous failure to stock the peninsulas for a long siege meant that USAFFE forces would be severely handicapped. Debilitating shortages would leave them starving and poorly equipped to resist the attacking Japanese. The troops' rations had already been reduced by half and would continue to be reduced in the coming months. There were also major shortages of weapons, ammunition, vehicles, gasoline and lubricants, forage for animals, and medical supplies and equipment.



National Archives

Lt. Gen. Masaharu Homma, the Japanese commander, lands at Lingayen on the western side of Luzon on December 24, 1941, two days after the Japanese launched their main attack.



Library of Congress

GEN Douglas MacArthur (right), commander of U.S. Army Forces in the Far East, was ordered to Australia in March 1942. He retained command in the Philippines for a few weeks until MG Jonathan M. Wainwright (left) succeeded him.

COL Beebe (he and other USAFFE general staff officers had been promoted one rank before the attack on Manila) could do little to alleviate this alarming situation. His efforts to bring in relief shipments through the tight Japanese blockade were in vain. He was reduced to rationing whatever stores remained rather than carrying out the normal G-4 functions of securing, holding and maintaining, and issuing supplies. It was a frustrating and exhausting task.

In the midst of these efforts, late in the evening on March 9, 1942, Beebe was called to a meeting with MG Richard K. Sutherland, GEN MacArthur's chief of staff, who had some startling news. At the direction of President Franklin D. Roosevelt, MacArthur was to be appointed as the Supreme Allied Commander, Southwest Pacific Area. He would leave Corregidor for Australia and would take with him his family and a large group of senior staff officers. Beebe would remain behind and become MacArthur's deputy chief of staff in a new command organization. He would also be promoted to brigadier general.

MacArthur would continue to command USAFFE and control operations from Australia, but USAFFE would now include four separate subordinate commands. Bataan ar the rest of Luzon would be under the control of M Jonathan M. Wainwright. There would also be a separa Harbor Defense Command on Corregidor, the Visaya Force in the central Philippines and, farther south, t Mindanao Force.

The aim of this division was to preclude a single, over surrender in the Philippines. The Japanese would have overcome each command in turn, since only MacArthu the USAFFE commander, had the authority to surrender of them simultaneously. He would be safely in Australi far beyond the reach of the Japanese.

As USAFFE's deputy chief of staff, Beebe wou convey MacArthur's orders to each comma and relay any messages from them back MacArthur. This new arrangement, Beebe wro in his diary the next day, was "a blow to m that "I hadn't expected. … I am having a heavy burde placed on me here with no immediate superior to back n up. I slept very little last night." His burden would gro even more weighty almost immediately. MacArthur ar his party left Corregidor for Australia without informi the War Department of his new command arrangemer Army Chief of Staff GEN George C. Marshall was aware MacArthur's departure but believed that MG Wainwrigh the highest-ranking officer in the Philippines, would r- place him as USAFFE commander. As a result, Marsha began sending messages intended for Wainwright but a- dressed simply to "commanding general (CG), USAFFE."

Beebe was now faced with a dilemma. As the depu chief of staff of USAFFE, he was superior to Wainwrigh who, in MacArthur's scheme of things, was a subordina commander. Nevertheless, Marshall was sending orde and correspondence to Wainwright, addressing him USAFFE commander, making Beebe his subordinate. F MacArthur's orders, Beebe couldn't communicate on h own with the War Department or even pass Marshall messages on to Wainwright. The War Department, h wrote, was "directing me to do things which I can't car out under the instructions I received from Gen. Ma- Arthur." He tried to clear things up with MacArthur, ur- ing him to inform the War Department of the new U- AFFE organization.

Getting no reply from MacArthur, Beebe continued to t to balance his responsibilities without violating his orde On March 19, he sent a message to the War Department MacArthur's name in which he acknowledged receipt Marshall's correspondence. He still had heard nothing fro MacArthur. "I send him the daily operations report," h wrote in his diary, "and have asked him numerous que tions as to procedure and policy, but I get no reply. It is ve difficult to operate under these conditions." Once more, h urged MacArthur to inform Marshall of the new USAFF arrangements and asked specifically what he should d about a War Department requirement for submission daily reports. Again, no answer.



National Archives

Then-LTG Wainwright (far left), with BG Beebe to his left, met with Lt. Gen. Homma (right, center) on Bataan to discuss the surrender. Beebe and Wainwright spent more than three years in prison camps until they were liberated in 1945.

On March 20, Wainwright received a message from President Roosevelt. It was addressed to "CG, USAFFE" but was clearly for Wainwright as the new commander. The President expressed his confidence in Wainwright and told him that he was being nominated to be appointed to the rank of lieutenant general. Two messages from Marshall followed. The first told Wainwright that his promotion had been confirmed by the Senate. The second told him in no uncertain terms that he was now "commander of U.S. forces in the Philippines" and that he was to send the War Department daily operational reports over his own name.

Wainwright's assumption of command, noted Beebe, "relieves me of a load, for I wasn't in command, and yet was called upon to make decisions which should be made by a commander."

Wainwright's new command was named U.S. Forces in the Philippines, and he promptly made Beebe his chief of staff. MacArthur had probably been informed of Wainwright's assumption of command by a paraphrased copy of an earlier message to Wainwright (addressed to "CG, USAFFE") that Marshall had sent him, as well as from Beebe's queries. MacArthur then radioed Wainwright, asking him on whose authority he had assumed command and why he had appointed Beebe as chief of staff. Wainwright sent MacArthur a copy of Marshall's clear message from March 20. MacArthur then sent a long protest to Marshall, explaining for the first time the changes he had made in USAFFE and his reasons for doing so. Marshall in turn, with President Roosevelt's endorsement, rejected MacArthur's arguments and told him that Wainwright would remain in command. MacArthur thereupon sent his agreement.

Beebe, however, never received any word from MacArthur nor any indication that his former commander appreciated the difficulty in which he had placed him. Nevertheless, he continued to work tirelessly as Wainwright's chief of staff. In this capacity, at 10:30 A.M. on May 6, he had the unenviable duty of broadcasting Wainwright's surrender message to the Japanese. He repeated this broadcast three times over the next two hours without any response from the Japanese. At about 4 P.M., he accompanied Wainwright to his meeting on Bataan with Lt. Gen. Masaharu Homma, the Japanese commander, to effect the formal capitulation.

With Wainwright and all the others, Beebe passed into Japanese hands and began more than three years of punishing captivity. On August 27, 1945, he was liberated from a POW camp in Mukden, Manchuria. Six days later, he witnessed the solemn Japanese surrender aboard the U.S. battleship *Missouri*. ★



U.S. Army Signal Corps

GEN MacArthur signs as Supreme Allied Commander during formal surrender ceremonies aboard the USS Missouri *in Tokyo Bay. LTG Wainwright and BG Beebe both attended.*

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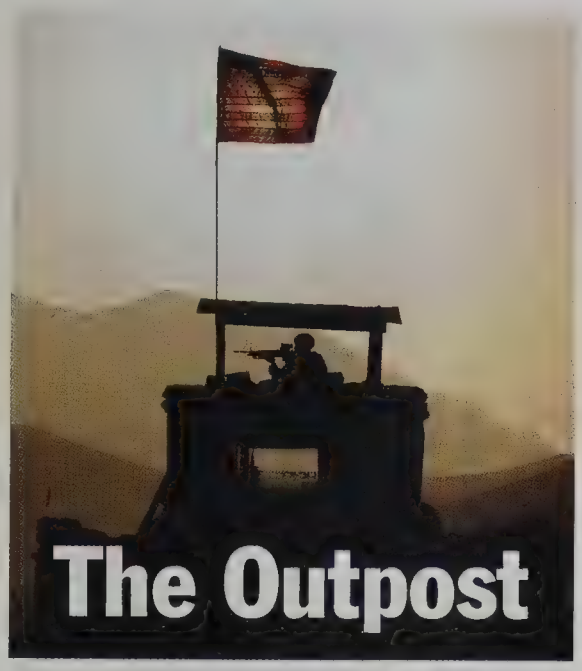
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"Ladies and gentlemen, we got him."

When Ambassador L. Paul Bremer III said those words to the press in a packed conference room in Baghdad on December 14, 2003, all assembled knew exactly who was meant by "him." Bremer was referring to Saddam Hussein, erstwhile president of Iraq, dictator of Mesopotamia, chieftain of the Baathist Party, scourge of the Kurds, invader of Kuwait, raper of women, impaler of men, Josef Stalin to his terrified countrymen, and Benito Mussolini to his foreign foes—especially the Americans. He was a vile one, this Saddam Hussein, America's enemy in two wars.



By LTG Daniel P. Bolger
U.S. Army retired

Just who was this unkempt, bedraggled figure fished out of a "spider hole" in the dirt? He reflected a pretty common type in every Iraqi town: a heavyset, bearded, middle-aged man. This one, though, was different—and not in a good way.

Eight months before, he had ruled Iraq with a hand of iron. The image of Saddam Hussein Abd al-Majid al-Tikriti glowered from every street corner in the country. His jowly, mustachioed visage reminded more than 25 million Iraqis that their lives were in his grasping hands. He was not averse to squeezing hard.

While Saddam often appeared in uniform, he turned out to be laughably inept as a conqueror. The Israelis manhandled his expeditionary brigades in the October War of 1973. When he masterminded an attack on neighboring Iran in September 1980, even the incompetent Iranians initially proved too tough and too numerous. True, Saddam's blustering Republican Guard overran tiny Kuwait in 1990, but then they backpedaled as fast as they went in, courtesy of a massive, violent riposte led by American airpower and armored divisions. Saddam's legions melted away during the 2003 American incursion, propelling him and his inner circle on a circuitous path that ended in the filthy little warren outside Tikrit in December of that fateful year. The Iraqi strongman's lack of military acumen was best summarized by the blunt-speaking American commander who oversaw the demolition of the Iraqi forces in the 1990–91 Gulf War, GEN H. Norman Schwarzkopf Jr.: "As far as Saddam Hussein being a great military strategist: He is neither a strategist, nor is he schooled in the operational arts, nor is he a tactician, nor is he a general, nor is he a soldier. Other than that, he's a great military man."

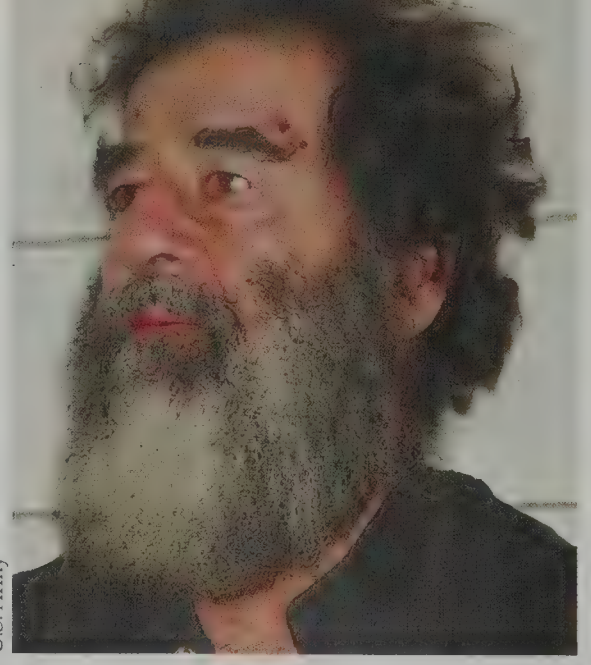
Although his foreign enemies routinely had their way with Saddam and his cowed, ramshackle Iraqi armed forces, things were much different inside the country. Saddam and his henchmen may not have fared well against the U.S. Army's 1st Armored Division, but the Republican Guard battalions proved quite able in wiping out villages. On Saddam's orders, approximately 250,000 men, women and children were tortured, disemboweled, garroted, gassed, buried alive or simply shot with pistols, rifles, machine guns and field artillery. When it came to killing his own, Saddam ranked right up there with the most vicious mass murderers of the past century—Adolf Hitler, Stalin and Mao Zedong. The "Butcher of Baghdad" was not the weapon of mass destruction we sought in the early 2000s, but Saddam killed far more Iraqis than all the nerve gas, anthrax and yellowcake uranium of our darkest fantasies. He was all too real and all too present.

Along with massacring his countrymen, Saddam enjoyed cooperative, cordial and cozy relations with many terror networks. It was all of a piece with his customary methods: brutally cruel to the defenseless innocent, abjectly craven in front of the armed and dangerous. Iraq bankrolled and sheltered the Abu Nidal group, the Palestine Liberation Front, and a man named Abu Musab al-Zarqawi (who later became a vital al Qaeda leader), among many others. When al Qaeda terrorist teams seized four airliners and attacked the World Trade Center and the Pentagon on September 11,



U.S. Army/SSG David Bennett

Above, a soldier with the 1st Brigade Combat Team, 4th Infantry Division (Mechanized), lifts the Styrofoam lid covering Saddam Hussein's dirt "spider hole" near his hometown of Tikrit, Iraq, in December 2003. The captured former Iraqi ruler, right, was unkempt, bedraggled and disoriented.



U.S. Army

2001, some senior U.S. officials immediately suspected Saddam. While certainly sympathetic to al Qaeda's cause, Saddam and his organizations were not directly involved. The Iraqi track record promised future mayhem, though—especially if Saddam could arm his clandestine hit squads with powerful nuclear, biological or chemical weapons. After 9/11, America was not in the mood to absorb the first blow. On March 16, 2003, following ample Iraqi provocations and equally ample misunderstandings of intelligence threads emanating from the region, America and its partners acted. Baghdad fell on April 9. The maximum leader and his immediate circle went on the lam.

Beguiled by murky, incomplete information, some assumed that Saddam was running the anti-American insurgency that gradually built up in t summer of 2003. After all, the dicta organized his *Fedayeen* Saddam gu rilla cells as the U.S. offensive loome While the conventional Iraqi batt ions evaporated after some desulto exchanges of fire, the *Fedayeen* hung there with AK-47s, rocket-propell grenades, roadside bombs and the i provised explosive devices that b came the signature weapons of o foes.

It only made sense that Sadda might well be pulling the strings this shadowy conspiracy from his s der hole. Getting Saddam became essential goal. He was the white wha the Moby Dick whose demise wou surely deflate the opposition and e the insurgency. None of it was true, b nobody knew that, not yet. So we trie

Movies and television sho routinely show our m tary and police tracki notorious miscreants over the world. In r life—as opposed to the "reel" world it is much harder to find individua especially those on the run among h tile populations, playing out that c Monty Python sketch "How Not Be Seen." In their day, Confeder President Jefferson Davis, president assassin John Wilkes Booth, Apac Chief Geronimo, Philippine *insurre* Emilio Aguinaldo, Mexican raid Pancho Villa, Panamanian G Manuel Noriega, Somali warlord M hamed Farrah Aidid, Serbian co mander Mlado Radic, and al Qae front man Osama bin Laden all eluded capture. Some we found, but many were not.

In 2003, man-tracking was not as fully developed as t would be a few years later. American special operatio forces had honed their tactics in Somalia, the Balkans a other theaters. Even so, finding one Iraqi man, even one s seemingly well-known as Saddam Hussein, was no ea matter. Not every Iraqi really recognized him, as his pub portraits always showed him as younger and more goo looking. Moreover, few Iraqis really wanted to help t Americans. Anti-American insurgents were especially a tive in the Saddam family holdings around Tikrit. Wh few of these disparate groups had any love for the depos president, most hated the Americans more. For Iraqis, t was far smarter to hang back, stay uninvolved and t things play out.

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*LTG **Daniel P. Bolger**, USA Ret., was the commander of Combined Security Transition Command-Afghanistan and NATO Training Mission-Afghanistan. Previously, he served as the deputy chief of staff, G-3/5/7, and as the commanding general, 1st Cavalry Division/commanding general, Multinational Division-Baghdad, Operation Iraqi Freedom. He holds a doctorate in Russian history from the University of Chicago and has published a number of books on military subjects.*



The toppling of Saddam Hussein's oversize statue in Baghdad's Firdos Square in April 2003 symbolized Iraq's liberation from a brutal dictator who had ruled for more than three decades.

So the special operators, backed by conventional forces, got to work. It took months of searching, fighting and chasing false trails into dry holes. Some of the pieces came through technical means. Documents and garbage furnished clues. Other ssential facts were grunted out by dejected detainees after ong rounds of questioning. It's an old mantra that good nits fight for information. In 2003, the U.S. Army had a lot f good units, and they did just that.

The first break came on July 22, 2003, when a patrol from ne 101st Airborne Division cornered Saddam's sons, Uday nd Qusay, in Mosul. The air assault riflemen secured the eighborhood while the special operators went into the uilding. It took a three-hour fusillade of rifle and machine un fire, punctuated by 17 antitank missiles, to finish off he brothers and their entourage. The objective yielded ome useful information that indicated Saddam was still in raq. Of note, killing Uday and Qusay had no discernible ffect on the insurgency, an ominous indicator in itself. But ne search for Saddam went on.

Reported sightings of Saddam continued as summer nded and autumn began. Raids and patrols continued to urn up documents, technical teams continued to do what ney do, and interrogators chanced upon the occasional lkative detainee. Most evidence pointed to the farmland outh of Tikrit. As demonstrated in Mosul in July, coopera- on between the local conventional forces and the special perations units would be critical to success. In COL James B. Hickey's 1st Brigade Combat Team, 4th Infantry Division (Mechanized), the special operators had the right partners. COL Hickey's soldiers kept up the daily pressure of foot patrols and raids, while the special ops elements continued to strike at the highest value targets.

On December 13, a detainee taken in Baghdad coughed up Saddam's hiding site. The U.S. soldiers had heard that one before—the white whale, Elvis, Bigfoot, you name it—but this one smelled different. It seemed right. As in Mosul, the line units set the cordon. The special mission people took the objective. After some poking around, they pulled up a block of styrofoam in the center of a dust floor. An older, dirty, bearded man raised his hands and blurted in English: "I am Saddam Hussein. I am the president of Iraq and I am willing to negotiate." The Americans thought otherwise. He was turned over to the Iraqis to face trial. He was found guilty of crimes against humanity and executed in 2006. Not that it mattered by then.

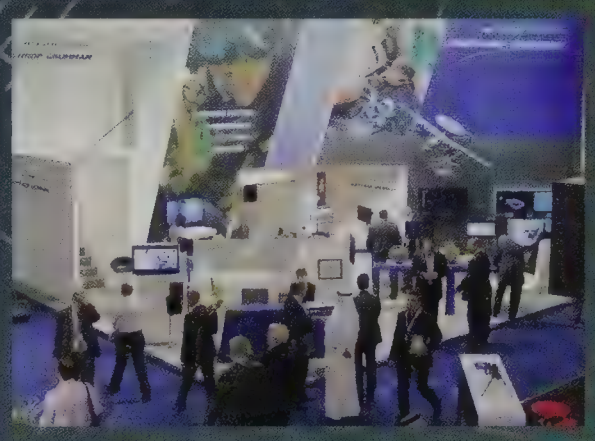
Saddam was the face of the enemy from 1990 until 2003. Yet it turned out the war was not about Saddam after all. It was about other things: terrorists hiding in villages, infidels occupying the land of the two rivers, an urge toward democracy in a country that knew it not, and the limits of American power, patience and will. When the last American soldiers rolled south into Kuwait eight years later, Saddam Hussein was an afterthought, a footnote, a bogeyman of almost forgotten nightmares. We made him so. In the long, hard history of Mesopotamia, that counts for something. ★

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CompanyCommand

Building Combat-Ready Teams

To: Company-level Officers
From: Company-level Officers

What NOT to Do as a Platoon Leader

Young platoon leaders receive a lot of advice on what to do. Time-tested lessons such as to listen to their NCOs, be fit, be motivated, learn from their mistakes and take charge are valuable, but not the entire story. In the spirit of the television series *What Not to Wear*, we asked members of the Army's Platoon Leader Forum (http://PL.army.mil) what they have learned *not* to do as platoon leaders, based on their own experiences and observations.

1LT Scott Kuhn

Past PL, 2/C/2-7 CAV
Current CDR, D/2-7 CAV

Do not compromise your duty in an attempt to be popular. I was a platoon leader tasked with training and patrolling with my Iraqi army and Kurdish security forces counterparts in northern Iraq. I replaced a platoon leader early in the tour. My mission was to do trilateral patrols on a daily basis with our counterparts. My biggest struggle was reconciling the intense desire to have my guys "like" me with accomplishing my mission. On more than one occasion, I heard complaints that we patrol too much and for too long. The old platoon leader "never did it like that." It would have been so easy to compromise standards, integrity and our mission to gain "brownie points" with the Soldiers, but doing so would have violated my values and undermined my Soldiers' respect for me, which ultimately derives from sticking to those values.

1LT Brock Young

Current PL, 3/670 MP CO, CAARNG

The worst thing I've seen my peers do is accept the answer, "We've got this, sir. It's NCO business." I've seen several good officers burned down because they didn't "trust but verify." I had a little easier time figuring when my NCOs were trying to fool me since I was once an NCO (MP PSG); however, that never stopped them from trying. Some things may be "NCO business," but new PLs who forget that they are responsible for everything their unit does or fails to do can end up on the wrong side of an FLIPL, commander's inquiry or Article 32 hearing. Platoon leaders should be kept apprised of *everything* that is going on within their platoon. Granted, they can let the NCOs handle the smaller discipline issues, but the PL still needs to know that there are discipline issues and what those issues are. My platoon knows that there are some things I will leave to them to deal



CPT Andrew Shattuck (center front) cautions platoon leaders: "Never, ever compromise your integrity. Do not try to come up with the whole plan yourself because … it won't go well."



CPT Jonathon Woloshuk (second from left) advises platoon leaders "to treat your platoon like a family … to be friendly while still maintaining your authority." In addition, he warns not to allow counseling to fall by the wayside, including event-oriented written counseling.

with (late for formation, internal discipline issues, shirking), and they know that there are some things I will give my full attention (anything related to sexual assault, negligence or safety). They also know that I need to be kept aware of what's going on, no matter what it is. This is the trust we have. There is a fine line between micromanaging and doing your job, but that line exists. "You've got this? Roger, explain to me how. What is your plan? Do you need any resources? What can I do to assist with your plan? Does it meet the end state and parameters that I laid out?" "Why do I need to know?"—so I can explain it to my higher when they ask. "We've got this, sir," is not an acceptable answer when the company commander asks you how you're goi to accomplish a task or mission. Likewise, "My NCOs ha got it, sir," is definitely not an acceptable answer when yo commander asks about the plan for fixing a discipline issu

LTC Joseph Pishock

Past PL, 2/B/1-22 IN

Past CDR, C/112 SIG BN and SIG DET/75th RGR REGT

A dumb decision of mine was to challenge my compa commander in public—because I thought I knew more th he did. I didn't pipe up and declare, "That's stupid," but y body language and mannerisms sent that message. W

CompanyCommand Glossary

AAR- after-action review
AIR- airborne Infantry regiment
BSB- brigade support battalion
CAARNG- California Army National Guard
CAV- Cavalry
CDR- commander
COP- combat outpost
CR- Cavalry regiment
DET- detachment
Eye Pro- ballistic eye protection
FLIPL- Financial Liability Investigation of Property Loss
FRG- Family Readiness Group
IN- Infantry
LT- lieutenant
MP- Military Police
MWR- Morale, Welfare and Recreation
NCO- noncommissioned officer
NCOER- Noncommissioned Officer Evaluation Report
NJARNG- New Jersey Army National Guard
NTC- national training center
NVG- night-vision goggles
PIR- parachute Infantry regiment
PL- platoon leader
PSG- platoon sergeant
RGR REGT- Ranger regiment
S-2- intelligence
S-6- communications officer
SIG BN- signal battalion
STX- situational training exercise
VFW- Veterans of Foreign Wars

were at NTC trying to get the unit ready to enter "the box." My platoon had already accomplished all the predeployment measures the commander was talking about. Since my platoon was ready to start training, I didn't think his briefing applied to me. I should be left to run my platoon, right?

I failed to realize the larger picture. The other platoons were not as proactive or prepared as mine. Rather than trying to help them and set the example, I sat at the back of the briefing, rolling my eyes and acting like a punk. My commander had no choice but to stop his briefing and pull me outside for a well-deserved dressing down. I quickly realized that my behavior wasn't helpful to the company—regardless of how prepared my platoon was.

My disrespect was borne of immaturity and a failure to appreciate that sometimes the boss does know what he or she is talking about. He needed to provide instructions for the other platoons and get them up to speed. It would have helped everyone if I had set a positive example; however, I wasn't mature enough to look outside of my Bradleys and squads. My commander straightened me out, and I'd like to think that I learned then to put myself in my commander's shoes prior to forming an opinion. He probably knows things that I don't. I may not always agree with my boss, but I've learned not to wear my feelings on my sleeve.

CPT Andrew Shattuck

Past PL, 3/C/2-4 IN

Current CDR, B/2-54 IN

- Never, ever compromise your integrity.
- Do not try to come up with the whole plan yourself, because the platoon will let you do that, and it won't go well.
- Do not be the leader who doesn't adhere to platoon/company/battalion standards. Your Soldiers will get hemmed up, you won't, and they will ask themselves, "How come the PL doesn't have to wear Eye Pro on the COP?" You set the standard with everything you do.
- Do not tell your NCOs what they want to hear; tell them what they need to hear. Be the moral compass for your unit.

1LT Patrick Moore

Past PL, 1/D/2-113 IN; 2/F/250 BSB; 2/A/2-113 IN, NJARNG

Current CDR, A/2/113 IN

Do not trust that your supply discipline is handled; verify that it is. Regardless of how low you have sub-hand-receipted your platoon's property, you are still ultimately responsible for it. You may be able to explain field loss, but when you have given the "up" on sensitive items and the commander shows up with one of your platoon's assigned radios or NVGs, telling him, "But the platoon sergeant gave me an 'up' " will not cut it. Your Soldiers need to understand their part in the accountability chain. I learned my lesson quickly. In my first week as a platoon leader, my platoon sergeant signed out ProMasks [protective masks] for the platoon, which he then handed out with no controls. Two ProMasks came up missing at the end of the weekend. He took responsibility, but I took it as a lesson learned and covered the cost of one mask. Right then, I decided that supply discipline would be one of my hot buttons.

CPT Jonathon Woloshuk

Past PL, 3/B and Mortar PLT, 3-509 PIR

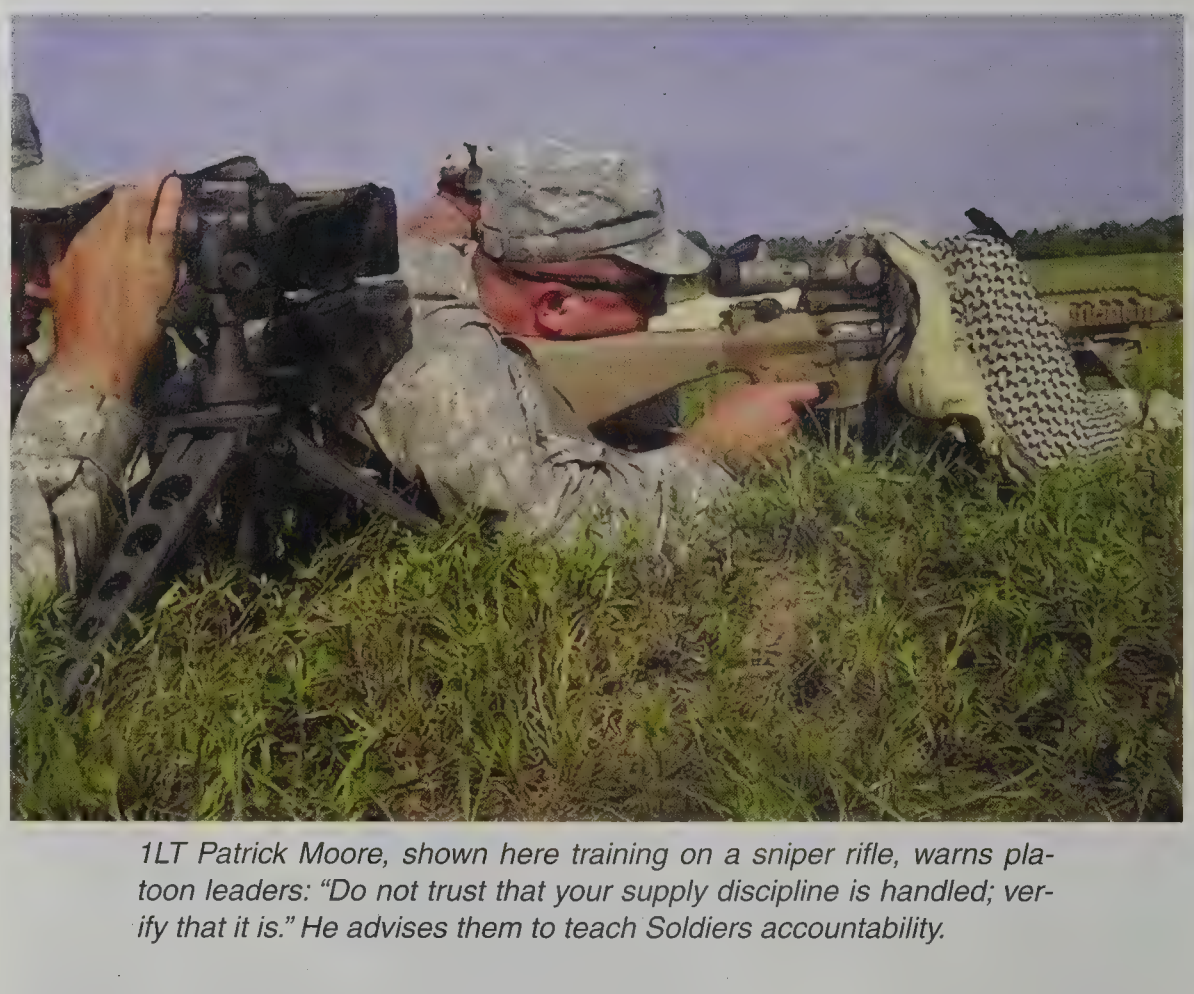
Current CDR, D/1-41 IN

Do not try to be buddies with your enlisted Soldiers. They work for you, and some don't have the maturity to differentiate between work and play. That being said, you need to treat your platoon like a family, so creating social events for your platoon is a good idea as long as that doesn't bleed over into your private life. You need to learn to be friendly while still maintaining your authority.



1LT Brock Young (right) leads his platoon on a foot march. Once an NCO himself, he has learned that "platoon leaders should be kept apprised of everything *that is going on within their platoon," including any discipline issues.*

Do not allow counseling to fall by the wayside. Enforce monthly and event-oriented written counseling. It will pay off big-time. Nobody wants to do counseling until there is a problem Soldier who ought to be chaptered but can't be because there isn't a pattern of misconduct documented by solid counseling. On the flip side, written counseling can also back up an impact award for a Soldier who has been exceptional. Don't fail to do initial and monthly or quarterly counseling with your platoon sergeant. This will help you two get on the same page with what direction you want your platoon to go. It will also help make writing his annual NCOER a lot easier.



1LT Patrick Moore, shown here training on a sniper rifle, warns platoon leaders: "Do not trust that your supply discipline is handled; verify that it is." He advises them to teach Soldiers accountability.

LTC Pete Kilner

Past PL, 3/C and Scouts, 4-8 IN

Past CDR, D/2-325 AIR

My biggest mistake involved not holding my personnel cards close enough to my chest. Sitting in a Bradley on a range one day, passing the time with my gunner, I let my guard down and mentioned that I thought that SSG M., one of the section leaders, wasn't really that good. The next day, I could tell that SSG M. had gotten word of my comment, and our relationship was never the same. He no longer wanted to work for me and asked to be reassigned to a different platoon. Reflecting on my mistake, I don't know why I confided to a specialist my professional assessment of a staff sergeant. My gunner and I were close and wor great together, but I failed to realize t he wasn't my confidant.

1LT James Johnson

S-6, 2/1 CR

Do not micromanage. Micromanag puts limits on subordinates' potentia grow as leaders. It is a cancer t spreads when subordinate leaders low the bad example. It also causes s ordinate leaders to shelve excell ideas and crushes innovation and c ativity. Overall, micromanaging create work environment that is oppressive a can drive good, professional Soldier abandon a career in the Army.

Do not allow double standards, pecially for yourself. Being overwei and lazy sends the message to S diers that it is acceptable to be ov weight and lazy. All leaders sho lead by example. Leading by exam gives Soldiers a clear view of w right looks like and takes away any excuses not to meet standard. The term, "Do as I say, not as I do" is extrem detrimental to the development of Soldiers.

Anonymous Captain

I've seen more than a few things not to do as a PL.

■ Do not think that you, as a lieutenant, have the aut rization to read your Soldiers into "top secret" programs b cause you feel that it is important that your Soldiers kn the exact details of programs that you could possibly get i volved in. Let the S-2 shop do that. It's their job.

■ Do not go out to the bars and clubs, get "black drunk" and act a fool with your Soldiers. If you have a f



1LT Scott Kuhn (second from left), with his interpreter and Iraqi army counterpart, speaks to a local shopkeeper while on patrol in northern Iraq. "My biggest struggle," he says, "was reconciling the intense desire to have my guys 'like' me with accomplishing my mission."

Tips for Your December Holiday Party

Unit holiday parties can make a positive impact on the morale and cohesion of our Soldiers and families. If you are preparing for a party this month, check out these tips:

■ "What we've done successfully in the past was organize squad or platoon competitions (either sports or military skills) that ended in a cookout. My PLs and I planned the competitions; the FRG did most of the planning for the cookout. The FRG also made little gift bags (cookies, candy canes, etc.) for the single Soldiers. We set up some crafts for the kids and also had some door prizes using raffle tickets handed out at the chow line. The cost was not prohibitive. There are various funds (FRG, MWR) that commanders can tap for different parts of the event. Getting buy-in from the FRG is important; getting buy-in from the first sergeant and PSGs is even more crucial. There must also be something to hold the attention of your single Soldiers." —CPT Mikola King

■ "The best parties I've seen and participated in had something for everyone. We teamed up with the local YMCA and used their facility to offer bounce houses for kids (one for the tots, one for the older kids), basketball and an option for indoor swimming. We had some games (digital and analog) set up for people to play. We also had the standard Santa appearance and plenty of chow potluck style. The only costs were for the rental of the bounce houses and the Santa suit and some modest costs for paper goods. Involving the FRG in the entire process (planning, setup, execution and cleanup) greatly increases the attendance of families." —LTC Rick Black

■ "Rent out a local VFW facility with plenty of space. Make it a potluck so everyone is a contributor and the families all talk about the dishes. Have reasonable but tasteful decorations that the kids can take home. Hold a bag-toss tournament with prizes. Play holiday music, with one Christmas carol sung by all. Culminate with a visit by Santa, who hands out gifts to all the children." —CPT Mark W.

■ "A two-hour holiday party is just long enough to make it a thorough event without being so long that people begin looking at their watches." —CPT Micah Klein

■ "If anyone you know is a professional photographer or hobbyist, you could request that they volunteer their time to take pictures of the families with Santa Claus at the event. One way to approach this would be to suggest to the hobbyist that this would be a great way to build his or her portfolio, as long as the family members are willing to sign a model release allowing the photographer to use it for advertisement/portfolio." —CPT Paula C.

■ "One of the hits from my Christmas party was the raffle. Our list of prizes included: a "breath of fresh air" (an empty bottle of water labeled "Fresh Air"); a "movie night" that entailed a ticket for the post shuttle bus to transport the winner to the free post theatre, and a bag of microwave popcorn; company T-shirts; four-day passes; a "Fix Anything Kit" composed of 550 cord, a roll of duct tape and a small can of WD-40; a "Free Trip Around the Sun, Duration 365 Days" coupon; "PT Leader" coupons; and dinner for four, cooked by members of the chain of command. Basically, we raffled anything we could think of that wasn't too expensive." —CPT Joyce Louden

drinks, maybe get borderline drunk, make a classy exit via a safe source such as a taxi or friend coming to get you.

■ When you head to the field for field problems, do not lie on your cot and play video games while your Soldiers conduct STX lanes. Walk with them, observe and AAR/critique them. It means a lot to your Soldiers to know that you care about their training.

* * *

It's good to learn from our own mistakes, but it's even better to learn from others' mistakes! If you are a currently commissioned officer, we invite you to join the conversation about growing and leading combat-ready units at http://CC.army.mil. Share your stories of success and failure either in the forum or directly with the CC support team at peter.kilner@us.army.mil.

Company commanders:
Please join your professional peers
in your online professional forum:
http://CC.army.mil.



AUSA Sustaining Member Profile

Sprint

Corporate Structure: CEO—Dan Hesse. Headquarters: 6200 Sprint Parkway, Overland Park, KS 66251. Website: www.sprint.com.

Sprint offers a comprehensive range of wired and wireless communications services, bringing the freedom of mobility to consumers, businesses and government users. Sprint served more than 55 million customers at the end of the first quarter of 2013 and is widely recognized for developing, engineering and deploying innovative technologies, including the first wireless 4G service from a national carrier in the United States. Sprint also offers industry-leading mobile data services; leading prepaid brands, including Virgin Mobile USA, Boost Mobile and Assurance Wireless; instant national and international push-to-talk capabilities; and a global Tier 1 Internet backbone. The American Customer Satisfaction Index rated Sprint No. 1 among all national carriers in customer satisfaction and most improved across 47 industries during the last four years. *Newsweek* ranked Sprint No. 3 in both its 2011 and 2012 Green Rankings, listing it as one of the nation's most environmentally conscious companies, the highest ranking of any telecommunications company.



Sprint has the distinction of maintaining a strong corporate reputation with various branches of the armed services. Sprint values and honors members of the military and is committed to providing support and programs to help active duty, retired and former military personnel and veterans transition to the civilian workforce. These individuals possess the core competencies we look for in employees, including leadership, integrity, attention to detail, strong follow-through, dedication to process improvement and the ability to adapt to changing environments. These competencies have been tested in the military in a high-speed, high-stress environment with proven results. Individuals who exhibit these qualities are a perfect fit for Sprint. The military population also reflects a highly diverse candidate pool in terms of both ethnicity and gender, much like Sprint's customer base. By cultivating a diverse pool of talent in its workforce, the company is better able to serve its customers.

Sprint employees are granted time away from work to participate in Army Reserve and National Guard training. When employees are involuntarily called to active duty for training, the company pays the difference between Sprint base pay and military reserve base pay for up to two work weeks (10 days) per calendar year. During this involuntary call-up period, employees also can choose to keep their full benefits in effect.

Sprint has been widely recognized for this strong commitment to the military. The company is a recipient of the Secretary of Defense Employer Support Freedom Award, the highest recognition given by the U.S. government to employers for their support of their employees who serve in the National Guard and Army Reserve. Sprint has been recognized for eight years as a "top 50 military-friendly employer" by *G.I. Jobs* magazine and has been named by CivilianJobs.com as one of the most valuable employers for military members every year since 2009. In 2012, Sprint was recognized by CareerBliss as one of the 50 "Happiest Companies" for which U.S. veterans can work, and as having one of the top 10 most veteran-friendly corporate supplier diversity programs.

Sprint's military recruitment program focuses on hiring veterans and members of the Army Reserve and National Guard as well as transitioning active military and their spouses or other family members. Sprint also has a new partnership with the U.S. Army's Partnership for Youth Success Program (PaYS). PaYS opens doors to possible employment opportunities after Army obligations are fulfilled. Sprint is sponsoring the 2013 Army Soldier Show as well as many other annual military and veteran events and activities at more than 50 military bases throughout the country. We are honored to employ more than 1,500 military heroes, and we look forward to adding more to our ranks.

Sprint's commitment to veterans doesn't stop with employment. The company offers a 15 percent service discount off select plans to customers who are veterans or on active duty, or in the reserve components. Sprint's Military Suspension program allows deployed military customers to remain on their original service plan and keep their phone number for up to 36 months.

For veterans facing financial hardships, Assurance Wireless is a lifeline assistance program available to individuals who qualify based on federal or state-specific eligibility criteria. With no annual contract, a free wireless phone, 250 free minutes of wireless voice service and 250 free text messages monthly, Assurance Wireless from Sprint and Virgin Mobile gives veterans the ability to stay connected to jobs, health services and family. For more information, call 1-800-395-2171 or visit www.AssuranceWireless.com.

To learn more about Sprint's military promotions and offers, visit www.sprint.com/dod. Military veterans can learn more about Sprint's job openings at www.sprint.jobs.

Soldier Armed

The Counter Radio-Controlled Electronic Warfare Family of Systems

By Scott R. Gourley

It has been a decade since military and civilian leaders throughout the armed services recognized that the improvised explosive device (IED) was a growing threat in Iraq and that coalition forces had few means to counter or defeat it. One response was the establishment of the Joint IED Defeat Organization (JIEDDO) in February 2006.

In its first annual report issued later that year, JIEDDO identified a number of early successes against IEDs. In terms of defeating the devices, one of the highlighted successes involved counter radio-controlled electronic warfare (CREW), a family of vehicle-mounted, manportable and fixed-site radio-frequency jamming systems that prevent the detonation of IEDs. Early CREW systems possessed names like Duke, Hunter, Guardian and Chameleon, and they were accompanied by so-called technology spirals for enhancement over the next few years to increase their coverage of the threat spectrum.

Today, the CREW family of systems counters many of the effects of radio-controlled IEDs (RCIEDs) and provides electronic protection in support of Operation Enduring Freedom (OEF) as it did for Operation New Dawn (OND). CREW systems enable spectrum dominance through force protection of vehicle convoys and dismounted and fixed-site operations against RCIEDs. They have played a significant role in reducing the insurgents' employment of RCIEDs as a weapon of choice in many areas.

According to LTC Kent Snyder, U.S. Army Product Manager (PM) for CREW, "The Duke system is at the core of the CREW family of systems and is configured for either vehicle-mounted applications with the Duke V2 and V3s or in a fixed-site configuration. The Duke V2 Electronic Attack (DV2-EA) is a recently fielded quick-reaction capability that provides an offensive electronic attack capability against certain enemy communication devices. The Thor III and Baldr systems provide a dismounted manportable jammer capability for squad and individual soldier protection."

The V1 versions of the Duke system were introduced in March 2006 to replace the legacy systems that preceded them. Duke V1 was upgraded to Duke V2 in March 2007 and subsequently upgraded to Duke V3 with fielding starting in October 2008 to defeat emerging threats. The U.S. Army Communications-Electronics Research, Development and Engineering Center



The counter radio-controlled electronic warfare family of systems can be integrated on both vehicle platforms and at fixed sites to counter many of the effects of radio-controlled improvised explosive devices and provide an offensive electronic attack capability.



Soldiers with the 4th Brigade Combat Team, 2nd Infantry Division, drive a convoy down an improvised explosive device training lane at Camp Slayer in Baghdad in 2009. The lane was designed to train soldiers in route clearance during Operation Iraqi Freedom.

describes the V3 configuration as "consist[ing] of a primary unit known as the CREW Duke V2 and a secondary unit that features advanced electronic warfare subsystems to counter emerging advanced-RCIED technologies. Advanced [electronic warfare] components and techniques are implemented to combat complex threat infrastructures in order to provide a maximum protection radius while minimizing the overall system cost and prime power consumption requirements."

Product Management overviews state that as of November 2010, "more than 40,000 Duke systems are fielded on Army combat platforms operating outside the wire in [OEF and OND]. ... The Duke V3 systems have reduced the insurgents' employment of radio-controlled IEDs as a weapon of choice. The net result has been a dramatic reduction in deaths and casualties due to RCIEDs."

Another Duke configuration, called fixed site, enables spectrum dominance "inside the wire" through force protection of entry control points and checkpoints. The technology was initially procured by the U.S. Navy's Joint CREW Program Management Office (PMS-408) and transitioned to PM CREW in October 2010. To date, more than 115 fixed-site systems have fielded in OEF and OND.

Thor III is representative of the man-portable elements of the CREW family of systems. The three-manpack system—consisting of high-, mid- and low-band frequency—was first procured by PMS-408 as a replacement for the Navy's earlier Guardian dismounted system. In August 2010, PM CREW assumed full life-cycle management for all Navy-procured Thor III systems.

LTC Snyder said, "The U.S. Army warfighter has the best equipment in the world, and the greater Army Electronic Warfare team is dedicated to remaining ahead of the threat. We remain vigilant in actively assessing potential threat signals and rapidly upgrading our systems to defeat them. Significant resources are being invested to keep Army engineers focused upon ensuring that our technology remains relevant and that the system hardware gets updated to remain flexible."

Shifting his vision to a post-OEF environment, he acknowledged that the CREW family of systems "will continue to evolve and lead to a truly integrated system of systems design for tomorrow's multifunction electronic warfare (MFEW) capability set. The current mounted, dismounted and fixed-site CREW family of systems will maint pace with the evolving threat and b bridge to the future MFEW system systems in 2020 and beyond.

"The future MFEW system of s tems will be modular, scalable, n worked and capable of handling b RCIED and non-RCIED threats," L Snyder said. "An integrated capabil portfolio, consisting of up to six off sive and three defensive electron attack MFEW variants, is expected include a mix of ground and airbor unmanned platforms. This system systems approach will also enable t tical cyber operations in the future a ultimately provide the land comp nent commander with the ability seize, retain and exploit the elect magnetic spectrum over its adv saries—while simultaneously deny and degrading the enemy's ability use it. The end-state objective is to spectrum dominance.

"The Army will not rest on its c rent success of significantly reduc the effectiveness of RCIEDs on the b tlefield," he concluded. "We will main on the cutting edge of techn ogy. We will continue to methodica modernize our fielded systems in tac cally smart, strategically aware and f cally prudent incremental steps."

Reviews

Capturing the Truth About Our Prisoners of War

Cold Days in Hell: American POWs in Korea. *William Clark Latham Jr. Texas A&M University Press. 336 pages; appendix; bibliography; black-and-white photographs; index; maps; notes; $32. Publisher's website: www.tamupress.com.*

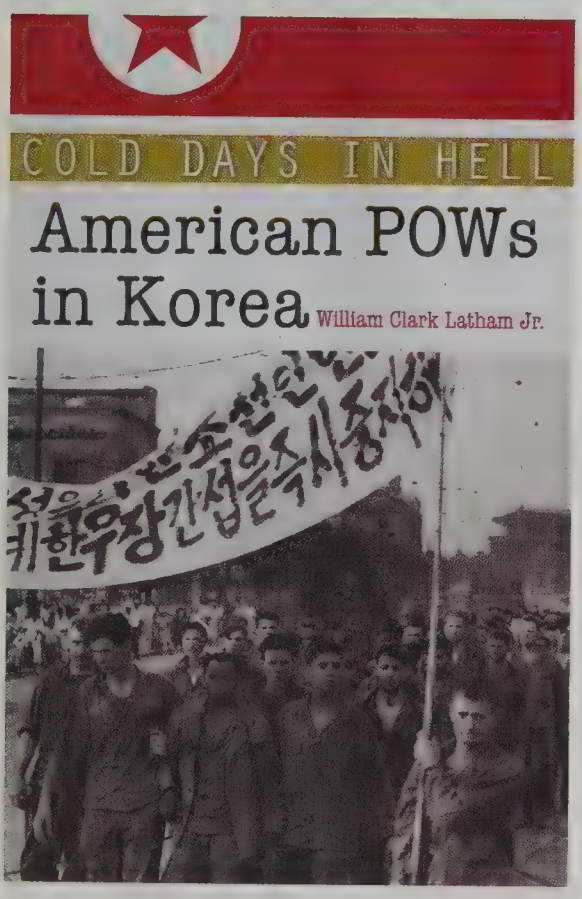
By COL Kevin C.M. Benson
U.S. Army retired

William Clark Latham Jr.'s *Cold Days in Hell* made me shiver for three reasons. First, the word pictures he paints conjure images of the bleak, bitter cold that Americans faced in Korea. Second, the stories of the brutality endured by Americans and others at the hands of the North Koreans and Chinese made me wonder if I could do half as well as these men. Third, I shuddered at the willful ignorance of some senior American officers in the face of evidence of the Communist Chinese entering the war.

This book is a solid work of history that fills a gap in the historiography of the Korean War. Latham's quality research documents tales of shameful pandering on the part of certain Americans toward their captors and tells stories of epic courage in the face of brutality and death. The book is a recap of the history of the stages of the Korean War and the history of the men in the POW camps. When I finished the book, I found myself wishing for more.

Latham blends a history of the war with descriptions of American soldiers' actions on the ground and in the air. Eventually, their actions resulted in the North Koreans and Communist Chinese taking American prisoners. Latham mixes the broad actions of armies, corps and divisions with the details of life in temporary POW camps. The story moves at appropriate speed. Portions of the book possess a page-turning drama until the reader runs into a story of a group of prisoners (or a single prisoner) in which every word has meaning—for example, the long, cold forced marches of prisoners as the battle lines surged back and forth.

Two such stories about individual prisoners stand out. Chaplain (CPT) Emil Kapaun's story is a picture of a



man of faith, resistance and enormous courage. Kapaun was recently invested with the Medal of Honor and is in the first stage of becoming a saint in the Roman Catholic Church. On the other end of the spectrum is the story of PFC Rothwell (Tiny) Floyd, who was court-martialed for mistreating fellow prisoners. Here again, Latham writes a stunning story—this time, however, of moral failure and cowardice. These two stories set up the conclusion, when Latham addresses the "brainwashing" issue, with which American POWs were confronted when they returned home from Korea.

In his conclusion, Latham examines the handling of alleged and real prisoner misconduct by the Air Force, the Marine Corps and the Army. The Army, having the highest number of POWs, had more cases of misconduct. This section of the book alone could be a case study in how *not* to approach the news of misconduct.

As trials dragged on, sympathy for the POWs waxed and waned as stories of real torture and alleged brainwashing were grist for the media mill. The positive aspects that emerged from this damaging period were the Code of Conduct and enhanced training in resistance techniques for interrogation.

The stories of the ordeals faced by American prisoners of war during Korea have faded from history. Latham's book does these men—and the history of the Korean War—a great service. He reminds us that courage, as well as moral failure, can be found not only on the line of battle but also among the prisoner of war camps.

The majority of the men held during the Korean War acquitted themselves with honor and were, for the most part, treated badly upon their return. These men are unsung heroes no longer, thanks to *Cold Days in Hell*.

***COL Kevin C.M. Benson**, USA Ret., served in Armor and Cavalry assignments in Europe and the United States. He commanded a tank company at Fort Polk, La., and a tank battalion at Fort Hood, Texas. He also served as the C/J-5 for Combined Forces Land Component Command during the initial invasion of Iraq and as director, School of Advanced Military Studies. He has a doctorate in history from the University of Kansas, writes for a wide range of professional journals and has contributed chapters to two books.*

'Narrative History at its Best'

Bunker Hill: A City, A Siege, A Revolution. *Nathaniel Philbrick. Viking Press (a member of Penguin Group, Inc.). 433 pages; bibliography; index; maps; notes; photographs; $32.95. Publisher's website: www.penguingroup.com.*

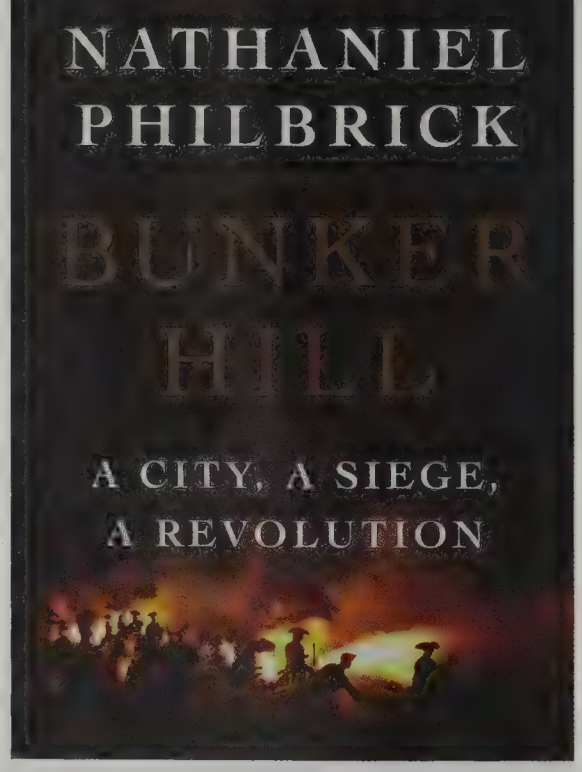
By COL Cole C. Kingseed
U.S. Army retired

Boston had seethed with rebellion against the British crown long before the first shots were fired on Lexington Green on April 19, 1775. In the 145 years since the founding of what was originally a Puritan settlement, Bostonians prided themselves as an exceptional and independent people. In *Bunker Hill*, Nathaniel Philbrick provides "an intimate account of how, over the course of just 18 months, a revolution transformed a city and the towns that surrounded it, and how that transformation influenced what eventually became the United States of America."

Philbrick is hardly a stranger to writing solid history. He has written several books, including *In the Heart of the Sea: The Tragedy of the Whaleship Essex*, which won the National Book Award; *Mayflower: A Story of Courage, Community and War*, finalist for the Pulitzer Prize; and *Sea of Glory: America's Voyage of Discovery, the U.S. Exploring Expedition, 1838–1842*, winner of the Theodore and Franklin D. Roosevelt Naval History Prize.

Bunker Hill chronicles Boston's turbulent years following the Boston Massacre through March 1776, when British troops evacuated the "cradle of rebellion." Philbrick begins his narrative by describing the events culminating in the Boston Tea Party and the British Parliament's unnecessarily punitive response to what King George III would later call "armed rebellion." Philbrick's cast of characters includes prominent American agitators Samuel Adams, John Hancock and Joseph Warren, as well as British Generals Thomas Gage and William Howe.

Philbrick ably describes the rise of anti-British sentiment in Boston and the surrounding countryside in the decade preceding armed hostilities on April 19, 1775. Bostonians experienced a long history of collective violence dating back to the city's founding in 1630. Not surprisingly, Lt. Gen. Gage, the British commander in North America and later the royal governor of Massachusetts, said in 1770, "America is a mere bully from one end to the other, and the Bostonians by far the greatest bullies." Radicals like Adams and Hancock inflamed the populace to take up arms and oppose the British forces stationed in Boston.



The true hero of Philbrick's story, however, is Warren, a 33-year-old physician. He emerged as the most influential patriot leader in Massachusetts while his more famous compatriots attended the Second Continental Congress in Philadelphia. In Philbrick's eyes, it was Warren who transformed collective unrest into armed rebellion in April 1775. Warren became the most active member of the Committee of Safety, and it was he who dispatched Paul Revere and William Dawes to alert the countryside that British regulars intended to march on Concord.

Did the subsequent engagements of Lexington and Concord make war inevitable? Quoting Timothy Pickering, a popular Loyalist leader, Philbr emphatically states "no," as previ eruptions of violence had often b followed "by a gesture of British f bearance." Unlike the Stamp Act ri of 1765 and the Boston Massacre 1770, however, patriotic rhetoric c vinced Pickering that personal "*an tion* ... was as powerful a stimulus [love of country]." Pickering thou of Warren as the true leader of what called "the intended revolution."

As British troops poured into Bos in May and June 1775, Warren kept fire of revolution burning brightly his capacity as president of the Prov cial Congress and the Committee Safety. When Congress agreed to cupy the high ground at Charl town so as to "draw the enemy fr [Boston], where we might meet th on equal terms," Warren, who wa major general by then, "fully resolv that his future service should be in military line."

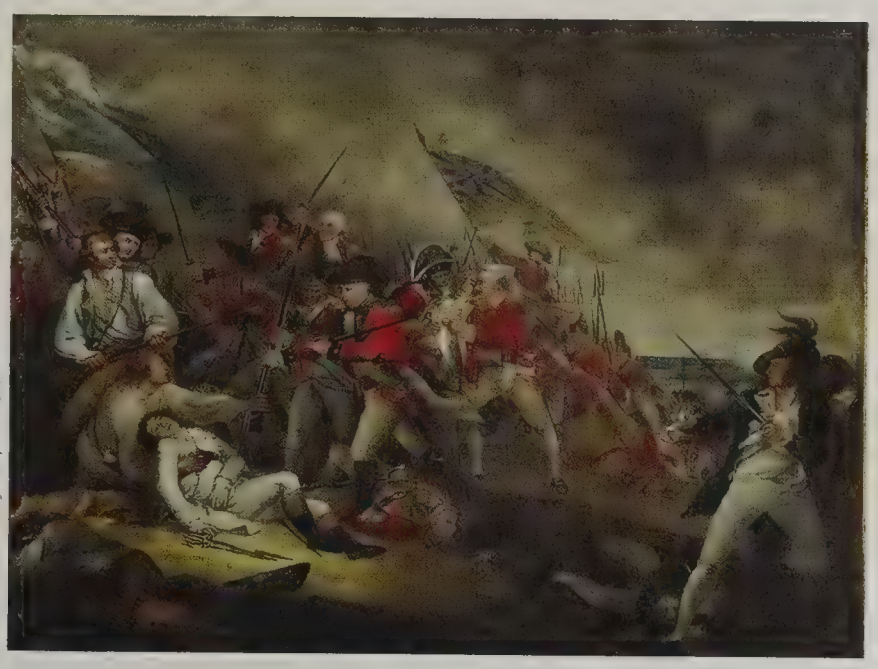
On the evening of June 16, 17 American militia traversed the high ground of Bunker Hill and occup smaller Breed's Hill, overlooking B ton. Constructing a formidable doubt to bait the British attack, War and the militia awaited the British slaught. So much confusion reigned the American fortification that Jo Pitts recalled, "Never had more con sion and less command" characteriz a military operation. Philbrick's scription of the subsequent battle which the British suffered more tha thousand casualties before driving Americans from their position is perb. Warren, one of the Americ dead, had been the most vocal lead of the patriot cause. Said British G Howe when informed of Warre death, "This victim was worth fi hundred of their men."

GEN George Washington, newly a pointed commander in chief of t Continental Army, dominates the mainder of the story. He arrived Cambridge in July 1775 and imme ately busied himself with overhaul the provincial army and evicting t

British garrison from Boston. By the time Gen. Howe replaced Gage as the British commander in chief in November 1775, Howe had already determined that New York was where he must resume the fight, not Boston. It was left to Washington to accelerate Howe's departure.

Following several missteps in which Washington's own generals overruled their commander, who seemed intent on attacking the British in Boston, a compromise was reached. Howe proposed that if Washington did not impede the evacuation, Howe would not torch Boston. Accompanied by hundreds of Loyalists, Howe departed Boston for Halifax on March 17—"Evacuation Day."

As the war's stage moved toward New York, Boston quietly returned to its colonial roots. In Philbrick's words, "The town's first settlers had put an ocean between them and their king so that they could worship as they pleased. ... In the last decade, however, a new generation of risk takers had staged a revolution, and those who refused to disavow the mother country were about to sail [away], never to return. Boston was, once again, its own 'city on a hill.'"



Museum of Fine Arts, Boston

American artist John Trumbull's rendition of Joseph Warren's death at Bunker Hill. Trumbull was present at the battle and was celebrated for his portrayals of the Revolutionary War.

In the final analysis, Philbrick has produced a sweeping study of pre-Revolutionary Boston. To facilitate the reader's understanding, 56 pages of explanatory endnotes support Philbrick's research. In addition, numerous maps are sprinkled throughout the text to enhance the reader's understanding of the topography of Boston and its environs as well as the military engagements that occurred during the opening months of the war. *Bunker Hill* is narrative history at its best.

***COL Cole C. Kingseed**, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.*

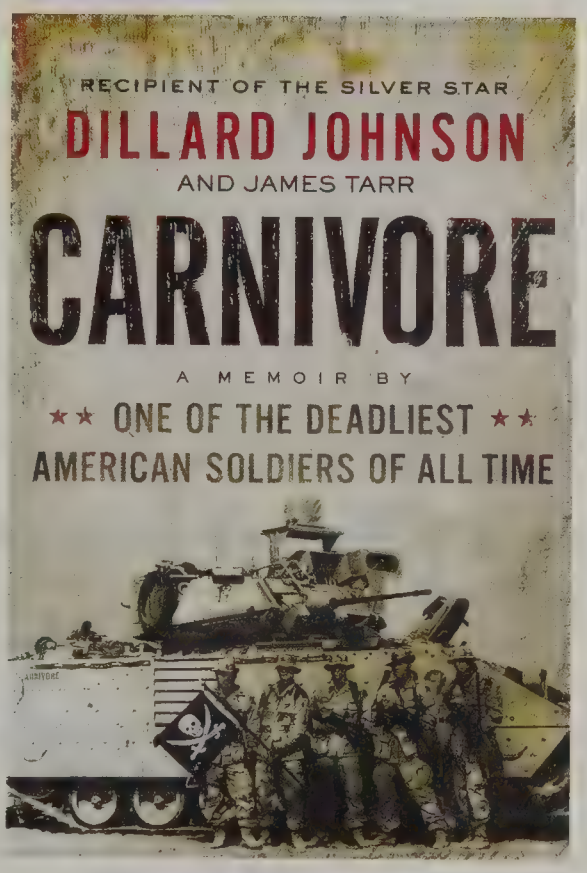
An Incredible Memoir

Carnivore: A Memoir by One of the Deadliest American Soldiers of All Time. *Dillard Johnson and James Tarr. William Morrow. 320 pages; black-and-white photographs; map. Publisher's website: www.harpercollins.com.*

By CSM Jimmie W. Spencer
U.S. Army retired

Retired SFC Dillard (C.J.) Johnson and James Tarr have produced a firsthand account of combat at its most basic level, where the rubber meets the road—or, in this case, where the track meets the desert. *Carnivore* is an excellent autobiographical account of men at war in the 21st century.

This is a story about SFC Johnson, who was assigned to Crazy Horse Troop, 3/7 Cavalry, 3rd Infantry Division, and his Bradley infantry fighting vehicle, which he nicknamed "Carnivore" during the initial (2003) invasion of Iraq and its capital, Baghdad. Seemingly always outnumbered and often surrounded by the enemy, he and his crew met every challenge and prevailed: the stuff of legend. This is a gripping story of a remarkable American warrior.



SFC Johnson grew up in Island, Ky., a small town located in the rolling hills of the western part of the state. Many of his after-school and summer months were spent hiking through the hills with his rifle, exploring abandoned strip mines. Shooting and exploring were his favorite things to do. Little did he know at the time that he was developing the skills that would serve him well as a soldier on a distant battlefield.

It has been said that the gods of war play favorites and that they reward teamwork, superior technology, aggressiveness and valor. The crew of Carnivore seemed to have an adequate supply of each, but just barely. Luck is also in play, and you never know whose side it's on.

SFC Johnson's luck changed in a most unexpected turn of events. In August 2003, he was evacuated from the battlefield to what was then Walter Reed Army Medical Center, not with wounds inflicted by the enemy but with stage III

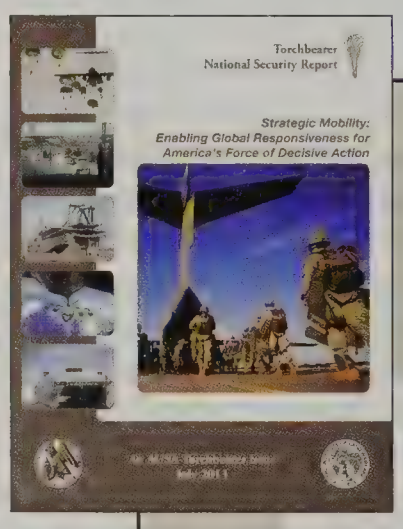
cancer. He believes that his cancer was caused by radiation exposure from firing armor-piercing, depleted-uranium (DU) rounds during combat: "Could I, should I, blame the DU ammo? Hell, that ammo did a much better job saving my life than it did trying to end it. By the way, the military doctors would never come out and confirm it was the DU ammo that gave me the cancer. Officially it is 'Cause: unknown.'"

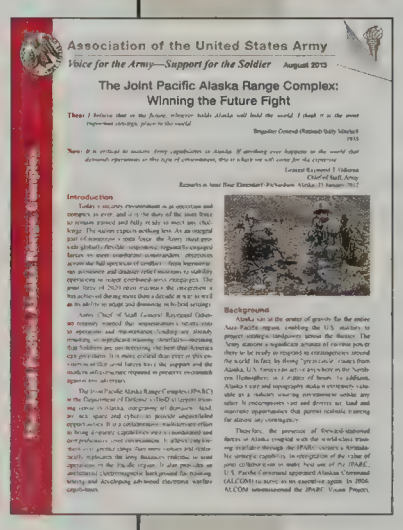
After miraculously beating the cancer that may have used his last ounce of luck, SFC Johnson returned to Baghdad for a second tour. He promptly christened his new Bradley "Carnivore II," but he discovered that the war had changed in unpleasant ways. Roadside bombs, sniper fire and improvised explosive devices from an unseen enemy had replaced firefights with well-armed enemy formations, and it took its toll. "I don't know how many concussions I received, because I never had time to get them diagnosed, much less treated—I was too busy shooting back," he said.

The book claims that SFC Johnson is credited with 121 confirmed enemy combatants killed as a sniper during his second tour (which would place him second only behind Chief Petty Officer Chris Kyle, author of *American Sniper*). This number of kills is hard to believe. Shortly after the release of this book in mid-June, a number of skeptics—as well as soldiers who served with SFC Johnson—took to the Internet to voice their claims that the memoir was exaggerated. In a July interview with *Military Times*, he said the numbers in the book come from damage assessments that were taken after the battles were over and the soldiers departed the battle sites. The numbers do not represent his individual efforts but instead the collective actions of Crazy Horse Troop. He attributed the exaggerated figures to his publisher and claimed to have urged the publisher to "tone down sensational parts and spread the credit." While he does mention in the book that these numbers were attributed to him merely because he "picked 121 rifles off d guys," inferring that they may not be dicative of verifiable firsthand cou he makes multiple references to his " confirmed kills" after making this c cession.

It is up to the reader to dec whether SFC Johnson's claims are f tual or embellished, as many sto written years after an event tend to *Carnivore* is a well-written story b decorated combat soldier with the h of Tarr, a contributing editor for *Ha gun* and *Rifle Shooter* magazines. T book is filled with raw emotion a nonstop action that should come w the warning: "Once you start read this book, you may find it difficul put down."

***CSM Jimmie W. Spencer**, USA Ret., cently retired as the director of AUS Noncommissioned Officer and Sold Programs. During his 32 years of ac military service, CSM Spencer ha variety of assignments with Infan Special Forces and Ranger units.*





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Bold Plans for Winning Big

Strategic Thinking in 3D: A Guide for National Security, Foreign Policy, and Business Professionals. *Ross Harrison. Potomac Books. 215 pages; bibliography; index; notes; $29.95. Publisher's website: www.potomacbooksinc.com.*

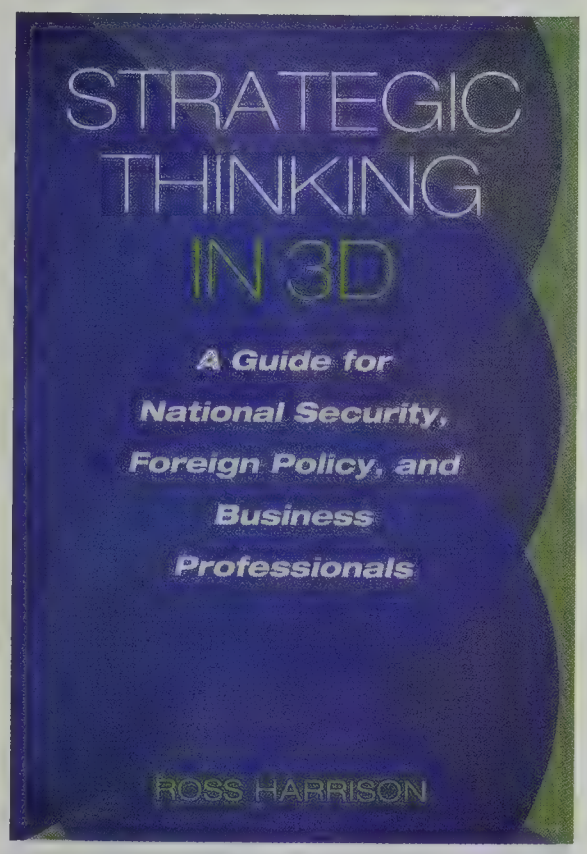
By LTC James Jay Carafano
U.S. Army retired

Ross Harrison thinks killing Osama bin Laden might not have been nearly enough to kill off al Qaeda. Given that al Qaeda affiliates are fueling the Syrian civil war and recently wrought havoc on a Kenyan shopping mall, he might be on to something. Harrison, a professor of international affairs at Georgetown University, argues that Washington's counterterrorism strategy doesn't account for all three "dimensions of strategy." By combining contemporary challenges such as finding bin Laden and garnering market share in ground freight with a fresh approach to strategic planning, Harrison delivers an engaging and accessible study for thinking about the timeless problem of coming out on top.

Describing the dimensions of strategy—systems, opponents and groups—and how this framework can be applied to formulating it is the core of *Strategic Thinking in 3D*. Harrison's framework turns out to be the least insightful or interesting part of the book. What he does deliver, however, is more valuable. He reframes and refreshes the debate over what is good strategy in a manner that would allow generals, politicians, pundits and private-sector leaders to discourse with one another without talking past one another. The book tries to tackle the travesty of wrongheaded strategic judgment by defining these three dimensions that Harrison views as parts of the bigger plan.

His first dimension is the external environment in which the competition between adversaries occurs. He describes these as "systems." Shaping the environment and conceptualizing and altering the system, Harrison argues, can create a decisive competitive advantage. For example, he notes, "One strategist might argue that when developing strategies for mitigating the Israeli-Palestinian conflict, the relevant system is the entire Arab Middle East and North Africa region, including Iran and Turkey."

Promoting systems-based thinking is all well and good, but it is hardly a new idea. Furthermore, Harrison does not do a very effective job distinguishing between linear, predictable systems



that yield well to strategic planning, and complex, non-linear systems (often called wicked problems) that don't respond well to being tamed by the order one or more competitors might try to impose. The more dynamic the problem, the more difficult it is for strategy to serve as an effective tool.

Harrison calls the second dimension of strategy "opponents," which includes analyzing motivations and capabilities. As an example, he describes how Nokia, a mobile phone manufacturer with once-considerable leverage among major wireless service carriers, got hammered by Apple's iPhone in its own market. "Nokia underestimated the threat from Apple," he says, and "never tried" to pressure network providers to shut out what became its chief competitor.

Still, knowing your enemy has been a prerequisite of strategy since Sun Tzu penned *The Art of War*. Harrison is right to argue that often this basic component of planning is ignored. Strategic thinkers often act as if they are imposing their will on inanimate objects rather than combating a living, thinking, resourceful opponent. Still, there is nothing new here.

"Groups" are the third dimension of Harrison's strategy-making methodology. He defines groups as "a collection of individuals that can affect the leverage dynamic between an organization or country against its opponents." As an example, he describes how the United States enlisted Sunni tribes in Iraq to help turn the corner in combating the post-invasion insurgency.

Forging an effective coalition strategy is no doubt the acme of strategic skill. From enlisting the French to help win the American Revolution to Andrew Carnegie's colluding in order to monopolize the steel industry, there are innumerable case studies of how to win by working with others. Frankly, this has all been said before. Harrison himself acknowledges this dimension of strategy is older than Clausewitz.

Simply considering the three dimensions may not get the strategist to a sound place. At the end of the book, Harrison offers some thoughts on how to deal with al Qaeda by walking through the three dimensions. Finding the U.S. counterterrorism strategy deficient in groups and systems, he offers some simplistic and unconvincing ideas about doing more public diplomacy and dealing with failed states.

The real shortfall of this book is that Harrison fails to make a convincing case why these three variables should be elevated above all others as the cornerstone of crafting victory strategies. There are many other factors that affect winning and losing. Rock-solid strategies, for example, often crash and burn simply because they are not

well-implemented. The best guide on this topic remains Henry Mintzberg's *The Rise and Fall of Strategic Planning*.

That said, the value of this work as a strategic conversation-starter is in the first third of the book. There, Harrison offers some useful, clear, simple and thought-provoking ideas on key concepts. His treatment of "what is strategy" is cogent. It gets to the essential point that strategy is a competition. It is about making hard choices; dealing with competing, often equally important and compelling objectives; and forcing nations, armies or organizations to make dramatic shifts in mission or performance. The book makes a strong and compelling case that it is wrong to think of strategy as simply a resource allocation exercise. Rather, Harrison argues that capabilities are the center of gravity of a sound strategy. "Capability should be thought of as the muscle of strategy," he argues, "and 'manufacturing' it involves more than merely identifying and allocating resources."

It is the discussion of the basic building blocks of strategy (concepts, capabilities, goals) in the first part of the book that is unquestionably his most constructive contribution. *Strategic Thinking in 3D* provides a relatively clean and jargon-free lexicon that lets everyone involved in the business winning big—from captains of war captains of industry—examine n ways of outlasting and undoing th adversaries.

***LTC James Jay Carafano**, USA R Ph.D., served in Europe, Korea and United States. Before retiring, L Carafano was the executive editor of* Jo Forces Quarterly, *DoD's professio military journal. A graduate of the U Military Academy, Carafano holds a m ter's degree and a doctorate from Geo town University as well as a master's gree in strategy from the U.S. Army W College.*

A Basic Biography of a Gifted Officer

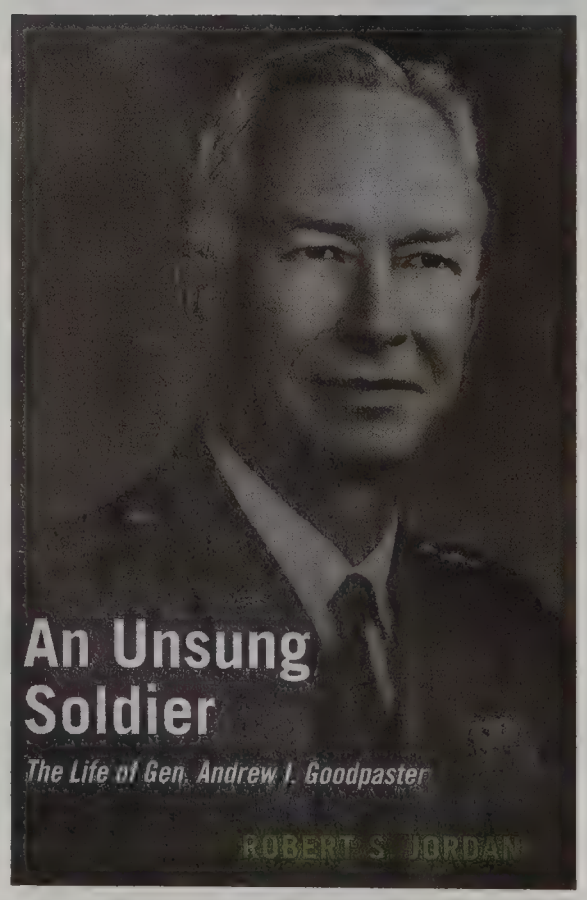
An Unsung Soldier: The Life of Gen. Andrew J. Goodpaster. *Robert S. Jordan. Naval Institute Press. 240 pages; bibliography; index; notes; photographs; $40.95. Publisher's website: www.usni.org/navalinstitutepress.*

By COL Cole C. Kingseed
U.S. Army retired

To President Dwight D. Eisenhower, GEN Andrew Jackson Goodpaster "was not only the best officer in the U.S. Army, but also one of the two or three smartest men in the country." In a military career that spanned four decades, Goodpaster served as staff secretary and defense liaison officer in the Eisenhower White House; deputy commander and commander-designate in Vietnam; NATO's Supreme Allied Commander Europe; and superintendent of the U.S. Military Academy. Here, at last, is the first biography of this extraordinary officer who played a pivotal role in the national security policy of the mid-20th century.

Author Robert S. Jordan holds doctorates from Princeton University and the University of Oxford, where he was a member of St. Antony's College. He has published widely on Cold War alliance policy, coalition maritime affairs and international administration. In addition to serving as a distinguished professor and fleet professor for the U.S. Naval War College, Jordan has proved himself as a foremost NATO scholar with his biographies of many Supreme Allied Commanders.

According to Jordan, there have been only a few military figures who have excelled like GEN Goodpaster, commanding at the most senior military



levels and in combat, playing a pivotal role in leadership at the highest political levels, and demonstrating cogent analysis of prominent figures and events on the global stage. Goodpas was one of the select few who excel in each area. Jordan does not seek rewrite the history of the Cold War b rather to place Goodpaster where belongs: among the annals of the sl dier-scholars of this historical period

Two phases of GEN Goodpaste exceptional career merit special m tion: his tenure as staff secretary President Eisenhower and his super tendency of the U.S. Military Acade Having worked closely with Eise hower in his capacity with the A vanced Planning Group, whose p mary responsibility was to devise structure for NATO, Goodpaster sisted him in "forming the political a military guidelines for the treaty or nization." Five years later, Eisenhow now President of the United States, rected Goodpaster to oversee da White House operations and serve his defense liaison officer.

Although defense liaison officer w his official title, Goodpaster was Eise hower's staff secretary—not unlike day's national security advisor. Eisenhower's words, Goodpaster's sponsibilities included "look[ing] af all communication of a top-secret ch acter from or to the White Hous Though Eisenhower relegated lon term policy to the National Secur Council, he often convened ad hc

meetings to address crises that demanded immediate responses. In that capacity, Goodpaster attended every meeting that required the President's personal attention. Goodpaster's memoranda of conversations, what he termed memcons, are the sine qua nons for researchers examining Eisenhower's presidency.

In assessing Goodpaster's importance in the effective operation of the White House, Eisenhower wrote that he relied on Goodpaster to supervise "the operations of the secretariat in the White House Office, a department that during the past year has taken over increasingly important duties." Regarding Goodpaster, Eisenhower stated, "He handles the most delicate and sensitive material that ultimately comes to my attention. He is an invaluable assistant. It follows that I have in him the utmost confidence. In character, ability, performance and dedication, he is of the very highest classification."

Though he followed GEN Creighton Abrams briefly as deputy commander in Vietnam before Abrams was appointed Army Chief of Staff, Goodpaster reached the pinnacle of his military career when he was appointed NATO's Supreme Allied Commander Europe in 1969. If there is a period in his concise biography that deserves additional coverage, it is Goodpaster's tenure as NATO commander. Jordan dedicates a scant 10 pages to Goodpaster's five-year tour of command. Rather than examining his accomplishments as Supreme Allied Commander, Jordan concentrates on the transition of command from Goodpaster to GEN Alexander M. Haig Jr. in the wake of President Richard Nixon's resignation.

Other than his service in the Eisenhower White House, Goodpaster's most valuable service to the Army was arguably as superintendent of the U.S. Military Academy in the wake of the cheating scandal that rocked the institution in 1976. Although the superintendent position was for a lieutenant general and Goodpaster had already received his fourth star, he accepted the reduction in rank without hesitation. In a true testament to his character, Goodpaster accepted the demotion as he embarked "on an especially difficult leadership challenge, in which ethical behavior played such a prominent part, carrying the baggage of his own preferential treatment."

Upon arrival at West Point, Goodpaster immediately recognized the problem that plagued the institution. "He decided that a radical reformation was unnecessary but that a clarification of the purpose of the academy was badly needed." In Goodpaster's own words, "One of my prime responsibilities is to look after the well-being of the Honor Code. But this responsibility cannot be accomplished without the wholehearted support of the code by the cadets." In four years, Goodpaster restored West Point to a position of national prominence in which the Honor Code was paramount in the ethical behavior of the cadets. It is regrettable that Jordan does not delve into greater detail as to how Goodpaster achieved this transition.

In summary, Jordan is to be lauded for bringing to light the extraordinary career of one of the Army's most accomplished officers. A more definitive biography of GEN Goodpaster remains to be written, but Jordan has taken the important initial step.

***COL Cole C. Kingseed**, USA Ret., Ph.D., a former professor of history at the U.S. Military Academy, is a writer and consultant.*

Varied Fare

The Mons Pocket. *Steve Bowman, Jack Neufeld and Paul Gorman. The George C. Marshall Foundation. 78 pages; black-and-white and color photographs; interactive material; maps; video. Publisher's website: www.marshallfoundation.org.*

In late August and early September 1944, the Allies pressed the limits of their logistics in a race across France after striking victories in Normandy and Provence. With little notice, the U.S. First Army shifted the axis of its VII Corps' advance 90 degrees, enveloping enemy units in the vicinity of Mons, Belgium. By the time the dust settled, 30,000 Germans had been killed or captured. The heavy equipment of at least as many more had been demolished as the enemy struggled to escape the trap. *The Mons Pocket* tells this story with precise prose, ample eyewitness testimony and striking graphics. Beyond that, as an e-book, it provides a fascinating insight into the shape of things to come. The digital revolution opens up brave new worlds in the ways we teach history.

The late COL Steve Bowman, long a pillar of the Army Historical Program and a former director of the Military History Institute, intensively researched the campaign in the archives and on the ground, including leading staff rides through the Mons battlefield. Jack Neufeld, editor of *Air Power History* and a former Air Force historian, brought the Ninth Air Force's important contributions to the battle into focus. GEN Paul Gorman, former commander in chief of U.S. Southern Command and a consultant for the Institute for Defense Analyses and the Defense Science Board, brought the project to fruition in a manner that pushed the envelope with respect to current technologies. All three men were aided and inspired by the late Ambassador Fred L. Hadsel, former president of the George C. Marshall Foundation. As a lieutenant and an Army historian, Hadsel gathered invaluable interviews from participants in 1945. The Marshall Foundation sponsored and published this book.

The basic text tells the story of the approach march and battle in 78 tightly written pages. Separate chapters provide an epilogue, a prologue, and discussions of the campaign in Northern France and the resumption of the offensive by the First Army in late August. The text is not documented in the ordinary manner with footnotes or endnotes, but it does include an informative bibliographical essay. It also identifies sources via interactive drop-downs. The narrative is succinct but comprehensive. Discussions of air-ground coordination and the role and nature of the Resistance are particularly strong. I also felt a certain sense

of déjà vu while reading of the extraordinary measures taken to accommodate prisoners and of the grumpiness of after-the-fact analysts that too many had gotten away. As a veteran of Operation Desert Storm, I can identify with the frustration of achieving overwhelming victory in the face of daunting challenges, only to have pundits opine that it was not quite victory enough.

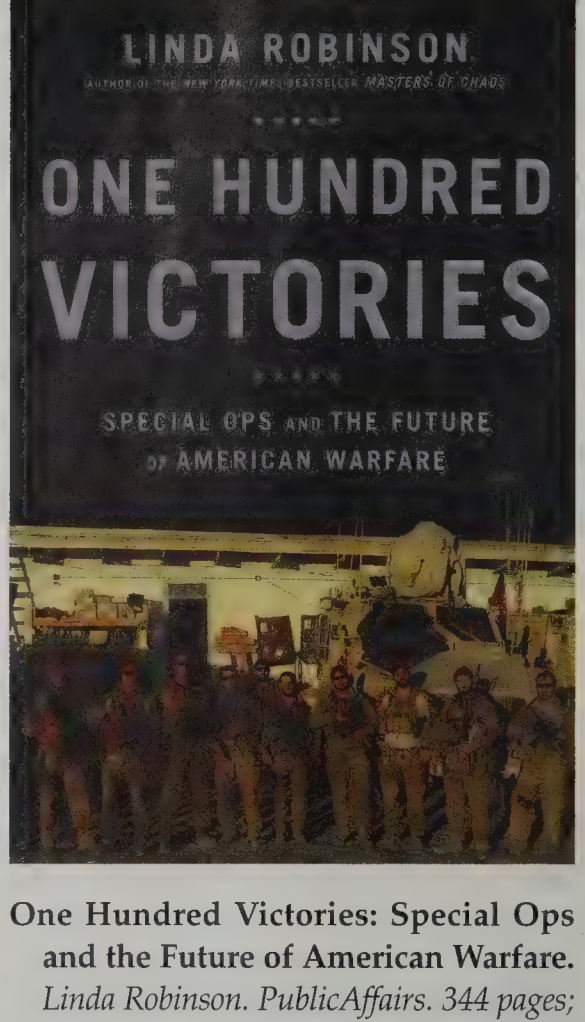
The Marshall Foundation, in its continuing efforts to support military education, has embraced e-books and the Internet as additional opportunities to advance the ball. I encountered a few minor challenges getting started in the e-book, but fortuitously, my grandson was more than capable of talking me through them. The succinct text is multiplied by the ability to draw up maps and explanatory narratives, expand photographs into portfolios with captions, draw out individual anecdotes and biographies, play videos, and more. A map, for example, becomes an account in itself as one's cursor rolls over individual points or icons, drawing up discussions related to them. When one is ready for them, individual experiences can enrich the text.

I strongly recommend *The Mons Pocket* to all students of military history and those who would teach them. Its basic narrative is accessible to readers at all levels of experience, and its layers of detail will satisfy even the specialist in its subject matter. A book suitable for everyone has long proven the most elusive of goals. Now, harnessing the benefits of technology, we have come closer to achieving it.

—BG John S. Brown, USA Ret.

* * *

The Mons Pocket *is available through the iTunes Store as a free e-book download exclusively for the Apple iPad. Search for "The Mons Pocket" using the device's iTunes app to download the book. The book can also be downloaded using the iTunes program on a separate computer, then transferred to the iPad. To read the book on your iPad, it must be opened using the iBooks app. You cannot read the book on your desktop or laptop computer.*



One Hundred Victories: Special Ops and the Future of American Warfare. *Linda Robinson. PublicAffairs. 344 pages; bibliography; black-and-white photographs; index; notes; $28.99. Publisher's website: www.publicaffairsbooks.com.*

Linda Robinson has enhanced her well-deserved reputation as an acclaimed military expert with her latest work, *One Hundred Victories*. She has appreciably added to the understanding of the role of America's intrepid special operations forces, the "quiet professionals" in Afghanistan.

The phrase *winning the hearts and minds* refers to a campaign by the U.S. military during the Vietnam War that was intended to win the popular support of the Vietnamese people. It is most frequently associated with Army Special Forces. The focus is on the people rather than applying superior force. Counterinsurgency operations, foreign internal defense and village stability operations are conducted with the idea of persuading the enemies instead of defeating them by force.

America's special operations forces have had ample experience and impressive success since Vietnam in making emotional and intellectual appeals to sway supporters to the other side. Unfortunately, the lessons learned in post-Vietnam campaigns in Africa and South America—and, more recently, Iraq—proved to be of little help in overc ing Afghanistan's severe obstacles, cluding terrain, weather and polit conflict.

In the early days of the conflict, w ning hearts and minds—and setting conditions for success for the Afg government after the withdrawal of combat forces in 2014—was not the cus. After achieving the amazing vict of toppling the Taliban with 350 spe forces soldiers, a handful of CIA op tors and Afghan militias, special op tions forces were consumed with h ing the Taliban and finding Osama Laden.

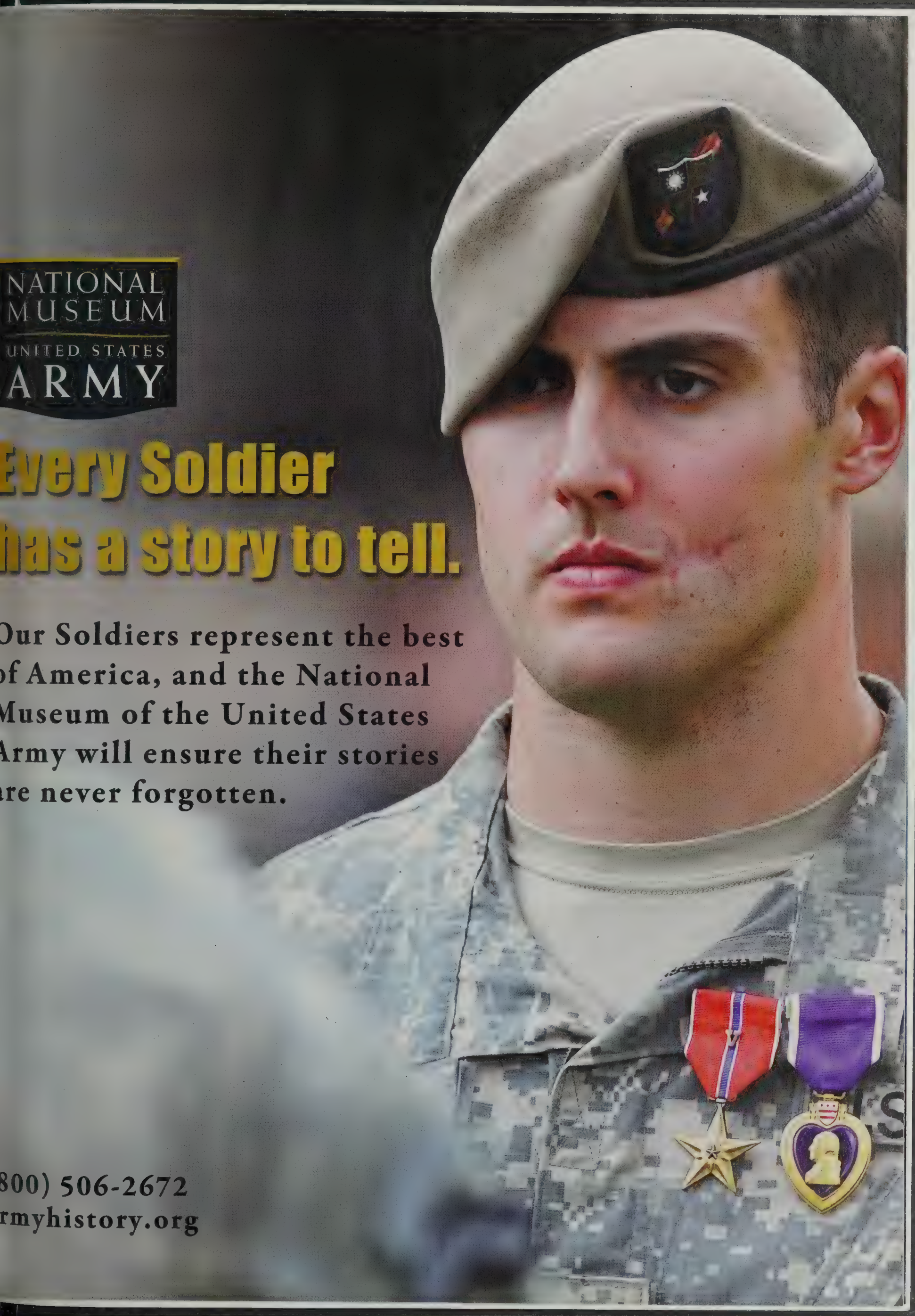
Beginning in 2010, special op tions forces were making an import pivot away from heavy immersio combat, which had subsumed them the decade following 9/11. The ce of gravity shifted decisively to the t of empowering partners and becom teachers. "Not since Vietnam would many special operators be scattere small teams living in such remote, h tile places," according to Robins "Their first line of defense was to to know the Afghan villagers am whom they were now living, a quickly build a human intelligence n work while practicing good secu tactics."

The question now is whether we h done enough to ensure that Afgh istan can succeed as a viable democr Only time will tell.

Robinson makes a compelling c that special operations forces h played an increasingly prominent r over the last decade and that this tr is likely to continue in the future small, highly skilled military forc more cost-effective than a large c and is also less likely to cause att dant political/diplomatic compli tions—if it is used with care and phistication.

One Hundred Victories is Robinso third book and possibly her best w to date. The book is a compelling gr portrait of America's most dedica warriors, and it will appeal to both s ous and not-so-serious historians ali as well as the casual observer looki for a good read.

—CSM Jimmie W. Spencer, USA R


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Historically Speaking

A Return to the Eocene?



By BG John S. Brown
U.S. Army retired

Global warming has been much in the news lately, as has debate over the extent of its anthropogenic nature. Worst-case scenarios envision a tipping point wherein a runaway accumulation of greenhouse gases triggers dramatic and irreversible temperature change. Huge concentrations of methane embedded in the tundra and elsewhere will be collaterally released, and these will dramatically accelerate the process. In a geological blink of an eye—a few generations or so—the ice caps will melt and global temperatures will not stabilize again until we will have reached those of the early Eocene epoch about 50 million years ago. How bad would that be, anyway? What was the Eocene like, and what would we go through to return there? As soldiers, what missions would we be likely to pick up en route?

Global temperatures averaged a dozen degrees or so warmer in the Eocene, but without permanent ice caps, the gradient across latitudes was nowhere near as pronounced as it is today. Thus, the tropics were not all that much hotter than now, but palm trees could be found as far north as Alaska. Dawn redwoods and swamp cypress trees prospered on Ellesmere Island, and rain forests in Antarctica. Moister air and a more homogenous climate enabled the spread of vast forests from pole to pole. Deserts were still present but less extensive. One presumes the reduced temperature gradients lessened the severity of storm systems that are dependent upon temperature differences, like hurricanes and tornadoes. Flowering plants came into their own in this lush era, multiplying in numbers of species and geographical extent across the biosphere.

Animal life was equally prolific. Herbivores ranging from massive Brontotheres to tiny Armintomys made themselves at home amid the luxuriant vegetation, occasionally fed upon by predators such as the Mesonyx, a flesh-eating ungulate. This is not to mention Titanoboa, a snake the size of a school bus. The oceans teemed with fish. Life flourished. A climate not unlike that of Virginia dom-nated where ice caps are today. W-t would be so bad about that?

What would be so bad about a return to the Eocene-s not the relatively benign end state but rather the horr- hardships that would be endured while getting there. Sa- levels would rise more than 200 feet. Florida, Denmark, -e Po Valley, the Nile Delta and Bangladesh, along with ma- other places, would slip beneath the waves. Our own Es- Coast would retreat to the Fall Line, and China's to a l-e running from Taiyuan through Wuhan. More agreeable -i- mates elsewhere would not immediately be accompan-d by productive soils in regions that did not already ha-e them. Rich, fertile soils built up through millennia of b- logical processes would disappear or turn brackish, tak-g with them the capacity that feeds half of the world's popu- tion today. Polar bears and Arctic wolves would become -x- tinct outside of zoos, of course, and a major fraction of -e biome would die off as each species struggled to accomm- date radical changes in its habitat at an unprecedented pa-.

There would be geostrategic winners and losers. Rus-a and Canada would be winners. Losing relatively little la-d that is particularly remunerative now, they would multi-y their habitable areas several times over. They would a-o dominate the shores of a highly productive Arctic Oce-n, with heavily trafficked sea lanes knitting the economies- the Northern Hemisphere together. Australia, New Zeala-d and Argentina might be winners as well, if they could ma-e good their claims in Antarctica after it came out from un-r the ice. Egypt, Iraq, Paraguay, Bangladesh, Cambodia, Vi- nam and Indonesia would number among the losers. Th- would be destroyed.

Brazil, China and the United States would come o- somewhere in the middle. They could survive and perha- prosper, but they would have to work hard and well to o- so. An inland sea in the Amazon Basin might ultimat-

vork in Brazil's favor. China's agricultural productivity ould keep pace with land lost if the encroaching seas rought ever more moisture into central Asia. What the Jnited States lost in its Southeast, it could perhaps make up n Alaska. Resources, social organization and political lead- rship would be severely taxed, but each of these nations ould make it through. The European Community might nake it through as well, if its members worked together and lid not fragment along national lines. Perhaps the Danes ould move to Greenland, inviting a great many Dutch, Jorth Germans and Poles to go with them.

American soldiers would find themselves drawn into hu- nanitarian relief on an unprecedented scale. Although the nelting of the ice caps might take centuries, recurrent Hurri- ane Katrinas and Superstorm Sandys defined by ever igher sea levels would start immediately. A prolonged vithdrawal from areas facing ultimate inundation would robably not be orderly. It can be hard to see the writing on he wall or to gauge how much time is left before land is lost orever. A major fraction, although certainly not all, of the in- abitants of a severely flooded area would return to reoc- upy and rebuild. If sea levels rose, they would be fighting a osing battle. Flood insurance would become impossible to btain, government support for rebuilding on flood plains vould dry up, and a smaller proportion of the population vould return after each devastating event. Recurrent storm urges would clear land before it went permanently under- vater. An incremental, generations-long retreat to several undred feet above the present sea level could feature scores r even hundreds of Katrinas and Sandys. Our soldiers vould be called upon to rescue and care for their stricken ountrymen time and time again. The Chinese withdrawal vould perhaps be more orderly, as they are already in the abit of relocating millions without debate and by decree.

Once the direction of climate change became clear, our country would face engineering tasks of unprece- ented dimensions. Historically, only our U.S. Army Corps f Engineers has proven capable of managing projects of the cale and intricacy required. New ports would be built as ld ports went under. Ports with a chance of reconfiguring nd surviving—for example, New York and Boston—would e able to do so only after mammoth water-control projects. he hydrology of the entire country would change, and wa- er management with it. Road systems would reroute, par- cularly those circuiting the Gulf of Louisiana—named after ne state that would have disappeared underneath it. Soil vould become a huge issue, with our nation and others eeking to infuse fertile soils into newly habitable locales at pace faster than croplands were lost to the sea. Perhaps his would be as simple as dredging soil up in one place and epositing it in another. Perhaps it would involve the mas- ive use of additives or mammoth investments in hydro- onics. Much of our effort would be in cooperation with anada as agricultural productivity migrated northward. he scale would necessarily be federal, and the agency of noice would be the Corps of Engineers.

As dramatic as potential instability in the United States might be as land was lost to the sea, it would be a pale reflection of instability overseas. Distressed populations would sweep away governments unable to meet the demands associated with the crisis, and pending doom would trigger wars of national survival. Two regions seem particularly vulnerable. Pakistan and Bangladesh would face national extinction unless they acquired sufficient land in nearby India or Burma. Nuclear weapons and centuries of ethnic enmity are already involved, so the situation could become explosive. Australia has faced recurrent threats, sometimes humanitarian and sometimes military, from Indonesia. This pressure would increase a dozenfold if sea levels rose appreciably. A score of other nations could present similar, albeit less historically entrenched, enmities. A safety valve could be some kind of multigenerational, United Nations-managed resettlement program. If Brazil, China, Europe and the United States took care of their own problems, this would still leave a billion people to relocate. The U.S. Army would inevitably become involved, either fighting wars in defense of its allies or assisting with the resettlement of millions.

No one knows if the Eocene is coming back, or when. Many believe we are moving in that direction, even if they don't particularly anticipate the end state. The Russians certainly are investing thought, energy and resources into their vision of a more temperate Arctic. Even if we moved only a tenth of the way to the Eocene, the results would be dramatic. One purpose served by the study of the past is to inform the present so that we can prepare for the future. It is not too early for our Army, particularly our Corps of Engineers, to give the long-term implications of global warming serious thought. The journey may take centuries, but the initial challenges will be encountered immediately—and will grow more formidable with time. ★

***BG John S. Brown**, USA Ret., was chief of military history at the U.S. Army Center of Military History from December 1998 to October 2005. He commanded the 2nd Battalion, 66th Armor, in Iraq and Kuwait during the Gulf War and returned to Kuwait as commander of the 2nd Brigade, 1st Cavalry Division, in 1995. Author of* Kevlar Legions: The Transformation of the U.S. Army, 1989–2005, *he has a doctorate in history from Indiana University.*

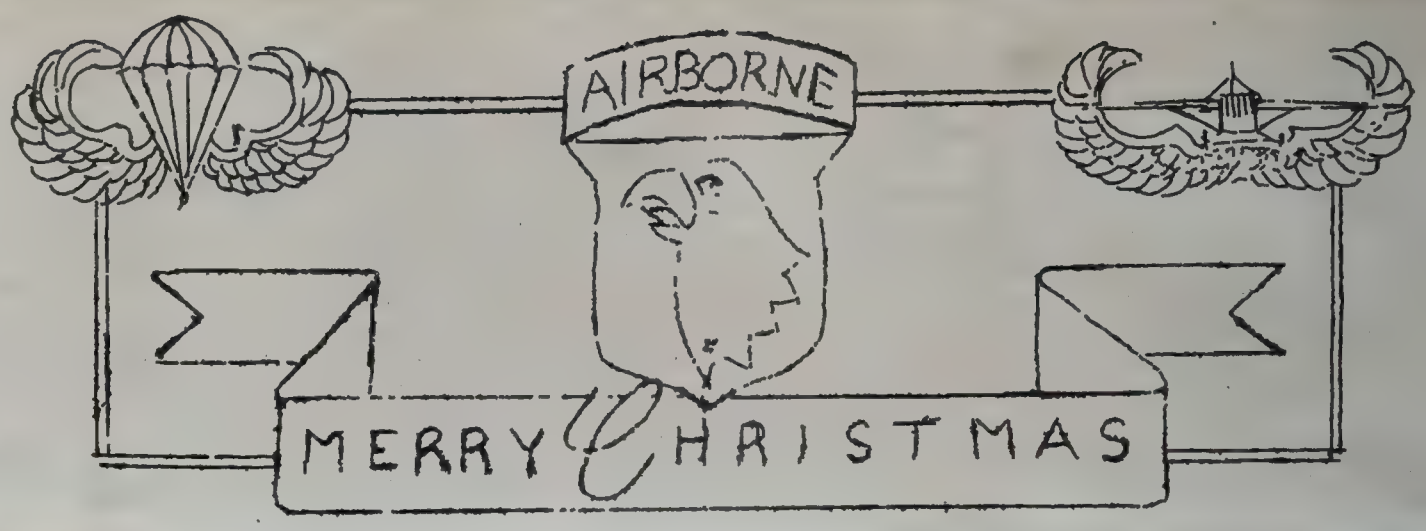
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Van Andel, T.H., *New Views on an Old Planet: A History of Global Change* (Cambridge: Cambridge University Press, 1994)



HEADQUARTERS 101ST AIRBORNE DIVISION
Office of the Division Commander

24 December 1944

What's Merry about all this, you ask? We're fighting - it's cold - we aren't home. All true but what has the proud Eagle Division accomplished with its worthy comrades the 10th Armored Division, the 705th Tank Destroyer Battalion and all the rest? Just this: We have stopped cold everything that has been thrown at us from the North, East, South and West. We have identifications from four German Panzer Divisions, two German Infantry Divisions and one German Parachute Division. These units, spearheading the last desperate German lunge, were headed straight west for key points when the Eagle Division was hurriedly ordered to stem the advance. How effectively this was done will be written in history; not alone in our Division's glorious history but in World history. The Germans actually did surround us, their radio blared our doom. Their Commander demanded our surrender in the following impudent arrogance:

December 22nd 1944

"To the U. S. A. Commander of the encircled town of Bastogne.

The fortune of war is changing. This time the U. S. A. forces in and near Bastogne have been encircled by strong German armored units. More German armored units have crossed the river Ourthe near Ortheuville, have taken Marche and reached St. Hubert by passing through Homores-Sibret-Tillet. Libramont is in German hands.

There is only one possibility to save the encircled U. S. A. Troops from total annihilation: that is the honorable surrender of the encircled town. In order to think it over a term of two hours will be granted beginning with the presentation of this note.

If this proposal should be rejected one German Artillery Corps and six heavy A. A. Battalions are ready to annihilate the U. S. A. Troops in and near Bastogne. The order for firing will be given immediately after this two hour's term.

All the serious civilian losses caused by this Artillery fire would not correspond with the well known American humanity.

The German Commander"

The German Commander received the following reply:

22 December 1944

"To the German Commander:

N U T S !

The American Commander"

Allied Troops are counterattacking in force. We continue to hold Bastogne. By holding Bastogne we assure the success of the Allied Armies. We know that our Division Commander, General Taylor, will say: "Well Done!"

We are giving our country and our loved ones at home a worthy Christmas present and, being privileged to take part in this gallant feat of arms, are truly making for ourselves a Merry Christmas.

/s/ A. C. McAULIFFE
/t/ McAULIFFE
Commanding.

U.S. Army ■ December 2013



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